

Sales Management

Eight Vital Factors in Point-of-Sale Promotion

A brass-tacks review of fundamentals for increasing the effectiveness of national advertising and multiplying impulse purchases in dealers' stores. See page 52.



So two million people see this belium hubbub once a year!



Judson: That's what the New York Times says.

Chairman: But the point is that they only see it *once a year*. What we want is a chance to tell our story month-in-and-month-out. We want our dealers to feel a steady demand.

Judson: But our budget is—

Chairman: I know all about our budget, but I also know that for \$52,800 we can tell our story to nearly 2,000,000 REDBOOK families in full pages every month of the year. How can a one-time shot like this do us as much good as the regular appearance of our pages in REDBOOK?



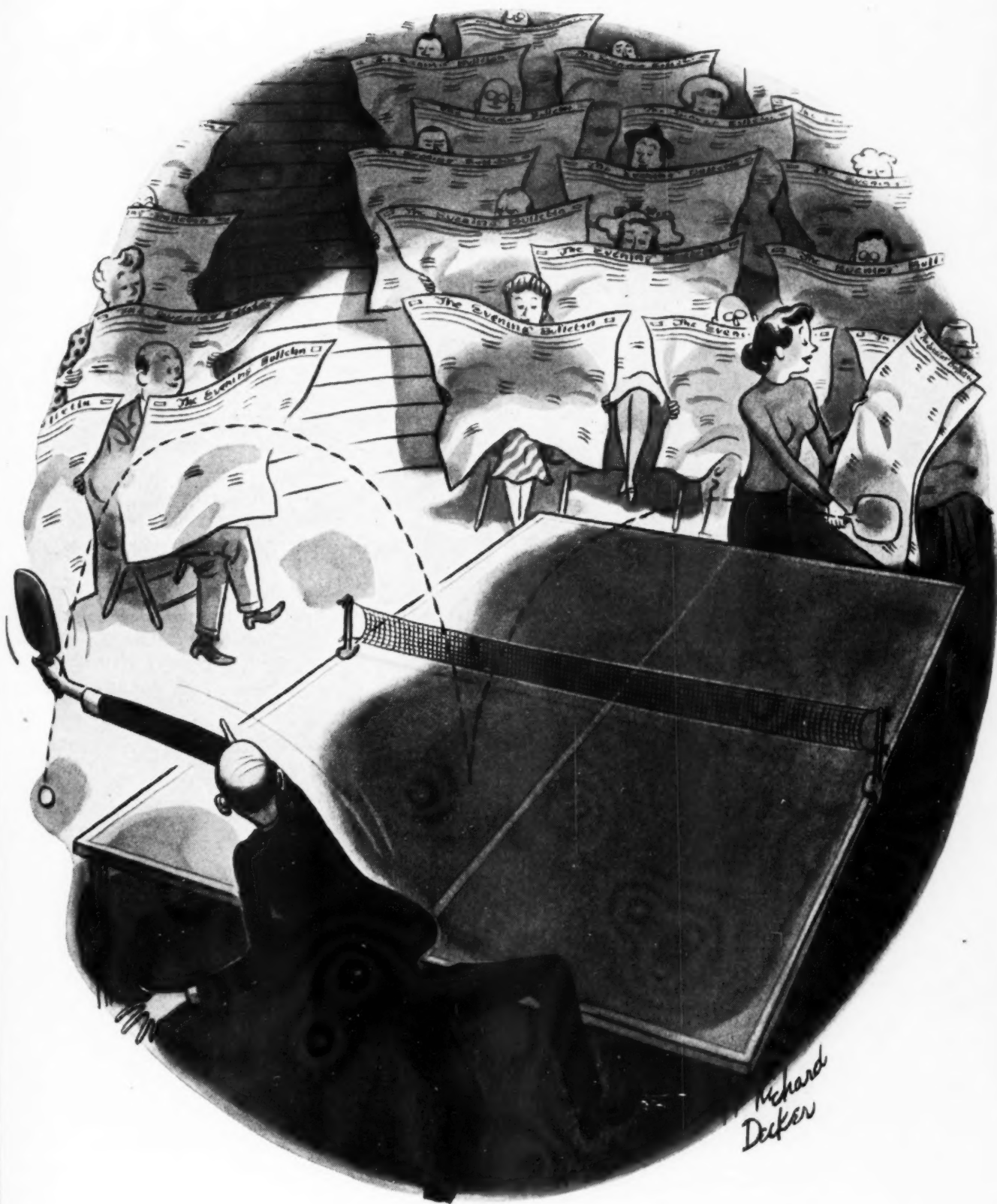
How can we pass up these young, free-spending families when smart advertisers like Four Roses, Lucky Strike, Sani-Flush, Tartan, Studebaker, RKO Pictures, Pepsodent and Chen-Yu use REDBOOK all the time?

What's wrong with having these 2,000,000 families on *our* side? They have a record of being regular buyers of products advertised in REDBOOK.

Let's send an order to REDBOOK and make them regular buyers of *our* product!

REDBOOK

McCall Corporation
444 Madison Avenue, New York 22, N. Y.



In Philadelphia—nearly everybody reads The Bulletin

Evening and Sunday

Sales Management

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Where profits lie

More and better customers are the only answer to more profits in these days of expanded plants and production costs. *Where do you look for them?*

Do you look where more people have more money? Over half the families in America live in places of less than 25,000—Main Street towns—and on the surrounding farms. On the crest of seven years of farm prosperity, this whole economy is flushed with unprecedented buying power.

Do you look where the better retailers are? Over half are doing business on Main Street. Are you backing their efforts—by distributing your selling messages among farm and Main Street families in proportion to their number and buying power? Join the hundreds of leading advertisers who are making sure through the pages of FARM JOURNAL and PATHFINDER.

FARM JOURNAL, INC., Graham Patterson, President



LOOK FOR FARMERS IN TOWN. That's what the ace salesmen are doing. Farm money in town makes a farm AND TOWN market for your goods. Farmers have 22 billion dollars in cash, bonds and Main Street banks. They're spending it for more production and better living. For you, too!



WINDOW SHOPPING ON MAIN STREET today shows you the biggest brands, the best quality, the newest store fronts and merchandising aids. More than half the nation—80 million people—goes to market on Main Street with more spendable money. Are you there too?



LOCAL INDUSTRY is flourishing in Main-Street-America's saner, more productive atmosphere, making bigger payrolls constantly. More people in this bedrock half of the population own homes, businesses, farms and other enterprises. Are they supporting you?



Pathfinder

America's 2nd Largest News Magazine
1st on Main Street with 1,050,000 families

Farm Journal

BIGGEST in the country—with
2,700,000 subscriber families



3,750,000 Families Who Buy On Main Street

COMING

DECEMBER 1st

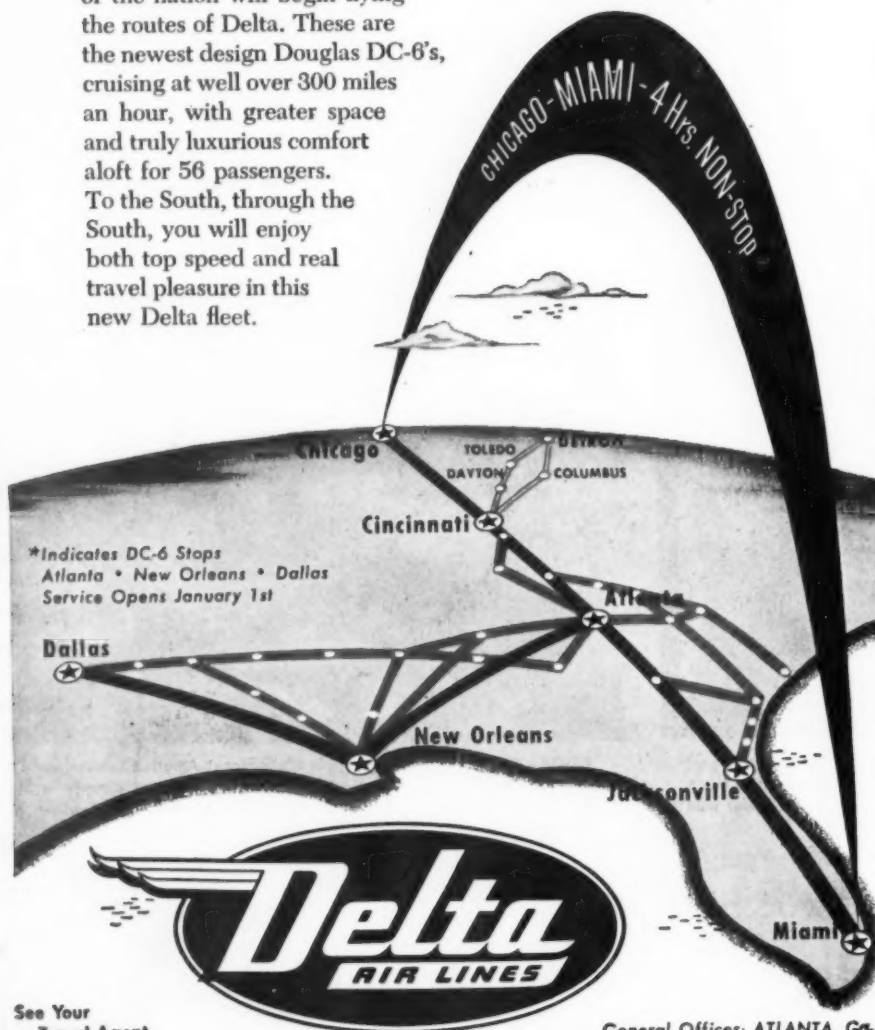


DELTA AIR LINES

New **DC-6's**

*None Faster - None Finer
to and through the South*

On December 1 the finest airliners of the nation will begin flying the routes of Delta. These are the newest design Douglas DC-6's, cruising at well over 300 miles an hour, with greater space and truly luxurious comfort aloft for 56 passengers. To the South, through the South, you will enjoy both top speed and real travel pleasure in this new Delta fleet.



See Your
Travel Agent

General Offices: ATLANTA, Ga.



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November 1, 1948 Volume 61 No. 9



In Washington, D. C. The Star Delivers The Grocery Business

**More Grocery Advertising
Than Any Other Washington Paper:**

Media Records Retail & General Grocery Lineage	1947	1st half 1948
Star	2,443,021	1,327,792
Paper No. 2	1,937,836	1,018,965
Paper No. 3	1,476,142	767,570
Paper No. 4	309,170	134,634

The Washington Star

Evening and Sunday Morning Editions

Represented Nationally by
DAN A. CARROLL, 110 E. 42nd St., NYC 17
THE JOHN E. LUTZ CO., Tribune Tower, Chicago 11



"Mose" and Beulah Harpster, brought up to work and plan, already enjoy the rewards of good farming.

Beulah aims to be as good a cook as her mother-in-law even though her husband "will eat anything."

With this outfit "Mose" also does custom combining, to get more farm mechanization paid for faster.



"because
it's a
swell
way to
live"



After their wedding trip to Niagara Falls, Beulah and "Mose" came home to this big old house and lit right in remodeling it. Kitchen, living room, one bedroom have been done over. Only 5 rooms to go.

The best people in The Country

turn to Country Gentleman for Better Farming, Better Living

SALES MANAGEMENT

"Mose" and his dad seem satisfied with the corn situation. "Mose" observes the dairyman's usual rotation of wheat, oats, corn and clover.

"TO BE working for myself! To be buying my own place! To know that what I do is for ourselves! What more could a man want?" asks Gerald "Mose" Harpster, while his attractive young wife smiles agreement.

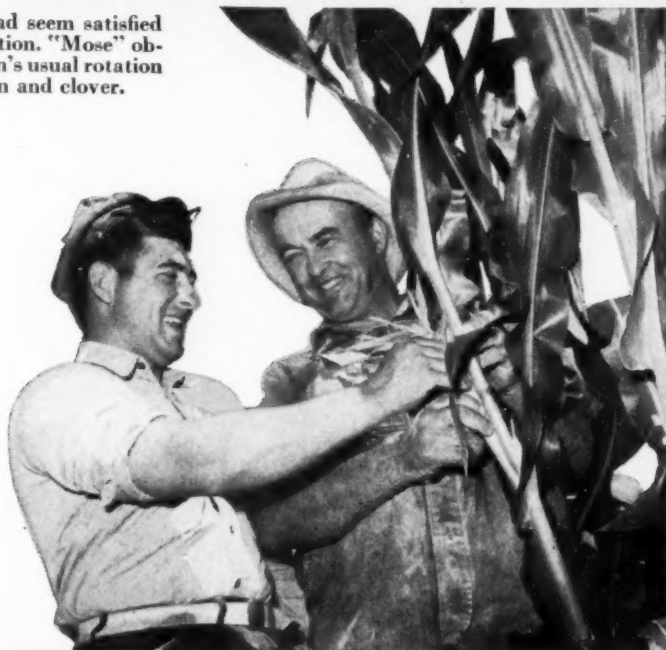
Home from the war, this dream has brought "Mose" back to the dairy farm near Ashland, Ohio, that he arranged to buy with his parents' help. Newly-wed last June, "Mose," 23, and Beulah, 21, set out to make the dream come true.

The Harpsters are managing their 270 acres with intelligent planning and industry. And they can already see results . . . in a few more Holstein cows—another piece of farm equipment—another room modernized in the solid old 8-room house they are remodeling from cellar to attic.

Today this young farm couple are well on the road to the independence and the good living that hard work can bring . . . all the things that make farming mean to them "a swell way to live."

★ ★ ★

This heart-warming story will strike a responsive chord among all of Country Gentleman's 2,300,000 families—who know that good farming is a certain, satisfying way to a good life. A complete profile of the Harpsters appears in November Country Gentleman as one of the popular "Good Farming—Good Living" family portraits of The Best People in the Country.



Good taste and imagination are beginning to show in the pretty and comfortably furnished living room. Big windows, with curtains by Beulah, look out across a broad lawn and pleasant fields.



Registered Holsteins are the Harpsters' breed. The herd is increased by artificial insemination, milked by electricity. Male calves are sold at birth.



No bride in her right mind lets herself lose interest in clothes. You can't wear just anything at the Farm Bureau Youth Council dances.



As if working 270 acres weren't enough exercise, "Mose" plays 3rd base on the Rowsburg softball team, lends a willing hand at home decoration.



2,300,000 circulation concentrated among the "top half" farm families who receive 90% of the nation's entire farm income.

The Human Side

YOUR NAME—ON A BRICK!

How'd you like to become a member of the bar, without any studying or examination? How'd you like to have your signature painted in white on a red brick in the "Wall of Fame?"

This isn't a double talk offer by a slick midway faker. It really describes a happening that is occurring dozens of times daily at the once-staid Hotel Touraine, Boston, which, thanks to novel "selling" and promotion methods and goodwill-building public relations activities, is now as up-and-coming as a salesman who's just taken a pep course.

There's a small catch to this bar idea, however. You don't join it so you can practice law. Neither do you join it so you can look at the mirrors and put your feet on the brass rail. It's the oyster bar in the hotel's Cotuit Room.

To become a member of this bar, you fix yourself up to look like a reasonably decent business or professional man, or even an actor or a radio comedian, appear at the Cotuit Room with a buck or two in your pocket (enough to buy a half-dozen on the half-shell or at least an oyster stew), let on that you'd like to become a member of the Cotuit Club, with oyster bar privileges, and sign a guest book in the form of a papier mache oyster.



BAR FLY . . . available only at Boston's Hotel Touraine. And don't get the lady wrong. That's an oyster bar, my friend. Join her?

The hotel does the rest. A facsimile of your signature is painted in white on one of the red bricks that form the back wall of the open kitchen in the room . . . the "Wall of Fame," that is. There your signature will be in close proximity to that of such people as Connie Haines, featured singer with Vaughan Monroe; Art Linkletter of the radio show "People Are Funny," Congressman John W. McCormack, the Democratic whip; Eddie Holland, Boston newspaper editor; Tom Ewell, leading man in the stage hit, "Small Wonder," etc.

Meanwhile, you don't wait around until your name actually goes on the brick. Immediately you're given a white cloth bib—it's twice as big as your baby's—across which is tastefully embroidered in red letters, "I Am a Member of the Bar." You just tie on the bib, shove up to the bar and get acquainted with other "bibbers" while you eat your oysters. And if you happened around at the right interval, you'll be presented a pair of pearl cuff links if you're a man and pearl earrings if you're a woman.

Do the patrons love it? Well, there are already more than 1,000 names on the red bricks, and business in the Cotuit Room is jumping like a wayward speedometer.

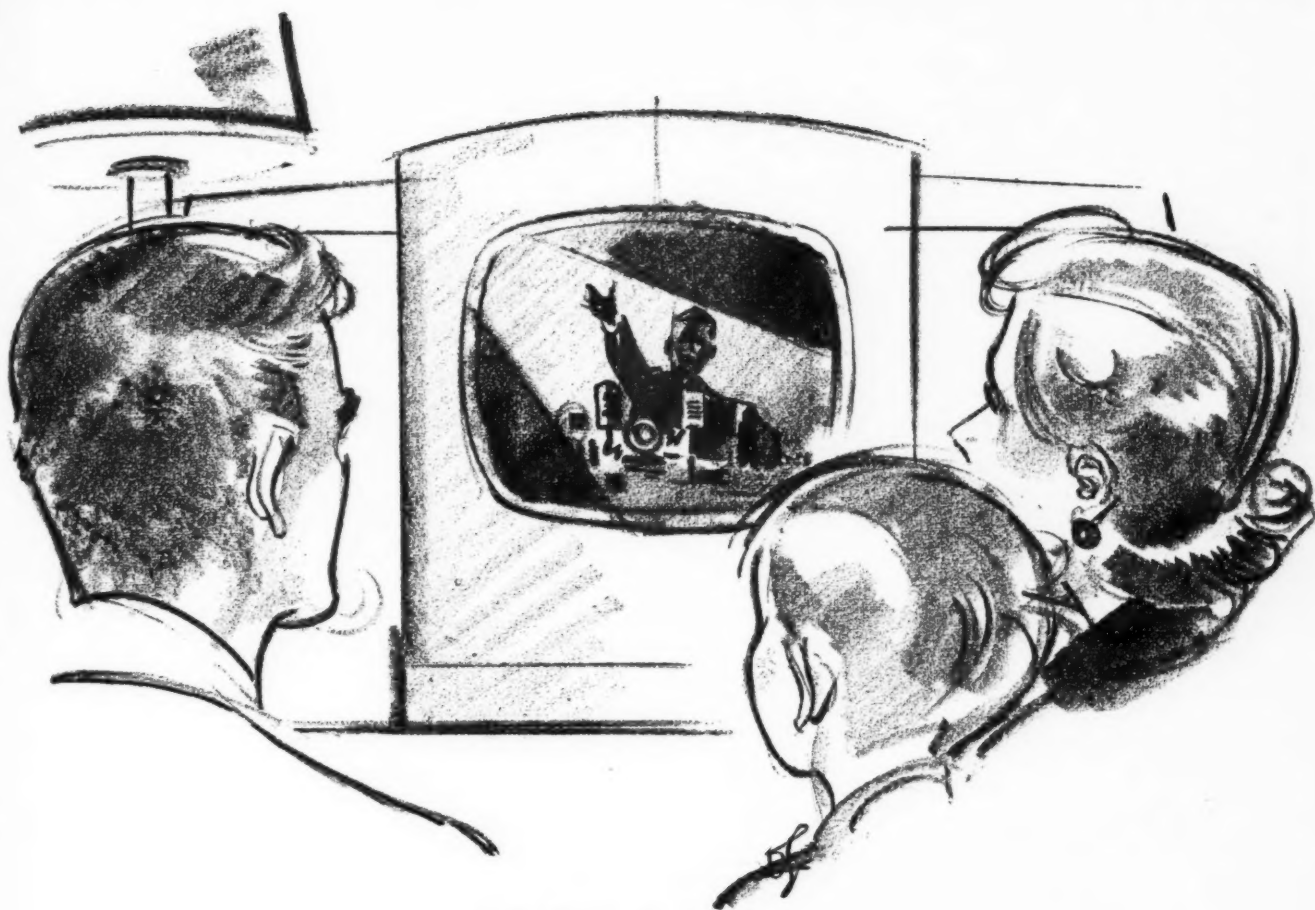
Attention-arresting as it is, this innovation is only one of the many that have been carried through since Clarence E. (Cy) Hyde took over the operation of the hotel a few years ago. In these he has been aided and abetted by public-relations-minded members of his staff, especially his assistant, Daisy Weichel, who also is the hotel's publicity director. Taking Elmer Wheeler's advice to sell not the steak but the sizzle, they're now selling not just oysters in the Cotuit Room but the kick of having your name on a brick—not just food and service elsewhere in the hotel but that "at home feeling," the pleasure of hearing the song *you'd* like sung, the lift you get out of being presented a novel souvenir . . . and so on.

"Welcome to the Touraine" plastic matchholders (with a book of matches inside, of course) are presented to guests by bellmen when they are shown to their rooms. A little thing—but, insist the guests, far greater than those darned "welcome letters."

In the Sable Room, where there's nearly always music, each table has an attractive holder filled with request cards which state, "Please Play My Favorite Melody," and have spaces in which to write the tunes.

The Grille Room has a giant bean pot from which real Boston-baked beans are served with the compliments of the management. Tourists, in particular, get a great kick out of this idea.

Pastry "tent cards" are put on the tables in both the Grille and the Cotuit Room, so that patrons who especially like certain things that are served have only to tell the waitress they'd like to take some of them home. The order will be wrapped up and waiting when they leave.



Television . . . How will it change our lives?

AS AMERICA GOES to the polls to elect its next President, the television audience is already 3,500,000 people big . . .

Early in 1949 at least three out of five families will live within range of a television station!

Let the scoffers bequeath it to the sportsfans, and the cynics deride it as the enemy of conversation . . . In television we have a new and almost terrifyingly potent channel of communication!

Of course, part of television's job will be to entertain the people. That job already is being done better and better. But by telescoping both time and distance, by letting people see as

well as hear, it also can inform, explain, stimulate, arouse. It can sell both things and ideas!

Children will learn more of the world by seeing the world. Teachers can show classes what they now only can describe. Religion will have a new pulpit, a wider audience. Voters will sense the sincerity or detect the sham in those who campaign for votes.

With sound plus sight, the advertiser's message can be both better understood and better remembered.

To make sure that television grows into a vehicle for the common good is a challenge both to those who produce programs, and to those who pay for them!

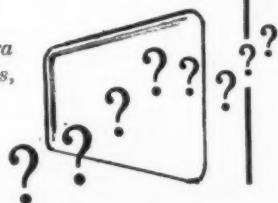
18 years ago, on a hot Thursday night in September 1930, the first commercial television program ever put on the air was broadcast from station W9XAP, Chicago. It was directed by the J. Walter Thompson Company.

Only 48 sets were there to receive the program of music and sports! But it marked the beginning of a close study by this company of television possibilities and techniques which was interrupted only by the war years.

Today, as television reaches up to national stature as a selling medium, JWT on the record is a leader in both number and distinctiveness of television programs.

J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y. Twenty-two other fully-staffed offices in strategic cities around the world.

Whether our taste is for grand opera or for prize fights . . . for news reels, melodrama, politics, hot jazz or travelogues, television will change our lives in spite of us!





Your
house-to-house
salesman in
America's
13th
retail sales
territory

2/3 of Newark, N. J.
newspaper advertising,
nine months, 1948.

A wedding reception letter is sent to every future bride within a radius of 25 miles of Boston when the coming event is announced. It contains a key chain with a souvenir consisting of two plastic hearts pierced by an arrow on a card stating: "To hold the keys to your future happiness." The letter explains that the hotel has a particularly competent staff on handling wedding reception arrangements which will be glad to take care of every detail. Even a form for writing in the details necessary to the proper publicizing of the wedding is enclosed. And the publicity department takes care of it.

MAMA'S LITTLE HELPER

Strollers are practically standard equipment in families with toddler-age children. As every mother knows, they have a number of good points. They're lightweight and can be put in the back of cars; and Junior can get out and push his own vehicle if need be. They're just as handy for carrying groceries as for carrying Junior, with a specially designed handle making it possible for them to accommodate large packages. There are rubber bumpers to prevent scratching the furniture. There's even a kind of "steering" device, to give Junior the illusion of steering, and there are colored wooden beads in front of this. The wheels have "fenders" to prevent splashing . . . and to simulate automobile fenders. Year in and year out, strollers are staple sellers, retailing at under \$10. There are two manufacturers who make most (and maybe all) of these vehicles, Frank F. Taylor Co., Norwood, Ohio, who make Taylor-Tots (almost a generic term); and Shuler Mfg. Co., of Cleveland, Ohio. An enterprising ex-G.I., Edwin B. Lang is doing very nicely with his rental service, a business in renting strollers to San Diego, California, shoppers; and renting strollers at fairs.

Lang calls his business "Mom's Aid—Rent-A-Stroller Service." He started his business in February, 1947, after having made a survey which disclosed the need for such a service. He was studying salesmanship under the G.I. Bill, when as an assignment in one of his courses he was sent out to visit West Coast stores. Standing on a busy street corner for fifteen minutes, he counted 53 women with small children, and only five had small conveyances for their toddlers. It occurred to him that parents could shop more painlessly if they had an easy way to haul their children about the business district and in and out of stores. So he opened his rental shop in San Diego.

Lang had had his shop in San Diego only a short time, when a representative of the San Diego County Fair asked him to take space at the Fair in June. He loaded a trailer with his juvenile taxis and set up a booth at the fair, which turned out to be a profitable sideline. Other fair managers saw the set-up and suggested that he participate at their fairs. When the weather is good, as it usually is in California, he makes money. Last year, though, it rained during the Orange Fair at San Bernardino, where he had space, and he did little more than clear expenses. He wasn't discouraged and intends to take space there next year.

Lang's course in salesmanship must have helped him, for he has a flair for promotion. His letterhead has amusing drawings which he designed. One shows a woman carrying a child and a big load of packages, some falling and others already fallen, as Baby pulls Mamma's hair and tugs at her hat. The other picture shows a smart-looking young woman striding along as she pushes a stroller bearing not only a smiling cherub, but with packages tucked into the back of the vehicle.

The Only Cleveland Newspaper

Supporting All Your Dealers in Cleveland
and 26 Adjacent Counties



This exclusive, extensive, low-cost coverage means local newspaper support for your dealers in their own communities.

The Plain Dealer alone offers you this double coverage of two great Northeastern Ohio buying markets . . . nearly equal in sales volume!

THE **P.D.** MEANS *Planned Distribution*

Do you know the localities in this rich market that will buy most of your goods? Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey Department can answer these questions and others pertaining to your particular business. Call or write today for an appointment to receive this individualized service.



CLEVELAND **PLAIN DEALER**

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

NOVEMBER 1, 1948



**FOLKS WHO KNOW
PITTSBURGH BEST
ADVERTISE IN
THE PRESS**

Home folks . . . the ordinary people who live and work here measure a newspaper's advertising value by only one standard—the results they personally experience. When these people turn space-buyer, they place more ads in The Press than in the other two newspapers combined—as you can see by checking Pittsburgh classified ad volume.

Classified advertising is placed by folks who live in the same community with—and read—the papers in which they advertise. In Metropolitan Pittsburgh, more people read The Press, and spend more time with The Press than any other newspaper.

From their reading, their first-hand experience in buying and selling through classified ads—and their neighbors' experience—they know that The Press has the habit of producing results.

During the first nine months of 1948, The Pittsburgh

**NUMBER OF CLASSIFIED ADS
IN PITTSBURGH NEWSPAPERS**

9 months—January through September, 1948

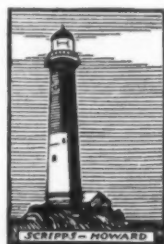
		Percent of Total
THE PITTSBURGH PRESS (daily and Sunday).....	740,575	65%
Second paper (daily and Sunday) ..	222,871	20%
Third paper (daily only).....	175,611	15%

Press carried 65% of all classified ads—56% of all classified lineage—appearing in all three Pittsburgh newspapers.

This has been going on for years. You couldn't find a better guide to *results* when you place advertising in Pittsburgh.

Call your Press Representative for any facts and figures you want about the Pittsburgh market. Every Scripps-Howard Representative is a Press Representative.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



The Pittsburgh Press

No. 1 for MARKET FACTS, too!

Mademoiselle's

LIVING

now will publish **6** *times a year*

• Do young people love
LIVING? Listen . . .

Only a little over a year ago
LIVING started as a quarterly.
Aimed at a new untouched market.
The only magazine
for smart young home makers.
What happened?

Every issue, at 50¢ a copy,
sold out on the newsstands
... usually before half the
sale period was completed!

So . . . starting with February 1949,
LIVING will appear 6 times
a year, instead of four.
Feb., April, June,
Aug., Oct., Nov.
With a circulation guarantee
in excess of
250,000 copies per issue.

No rate increase.

Still only \$1,500 per page B&W.

Lead off with LIVING

on your lists for 1949 . . .

Feb. closes Dec. first.

Street and Smith Publications, Inc.,
New York, N. Y.



Do we love **LIVING?** *Listen*

"It talks to us in our own language.

"It's loaded with smart, practical, economical ideas for making any living place into a wonderful home.

"It's our buying bible . . . and, believe us, right now we're planning and making the

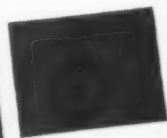
most important purchases of our lives . . .

"We need furniture, china, rugs, drapes, linens, glassware, electrical appliances, a stove, a furnace, a car, insurance . . . well —practically everything! And we're ready to buy—now!"

**TIME IS THE ONE
MAJOR WEEKLY
WHOSE CIRCULATION
HAS DOUBLED**

**TIME IS THE ONE
MAJOR WEEKLY
WHOSE CIRCULATION
HAS DOUBLED
SINCE THE BEGINNING
OF WORLD WAR II.**

TIME



**E BEGINNING
ORLD WAR II.**

Compare these figures based on Audit Bureau of Circulation statements.

	Circulation, Jan.-June 1940	Average 1948	Percentage Gain	Circulation Gain
Life	2,860,484	5,446,089	90.4%	2,585,605
Look	1,861,488	2,912,689	56.5%	1,051,201
<u>TIME</u>	<u>777,668</u>	<u>1,668,530</u>	<u>114.6%</u>	<u>890,862</u>
Satevepost.	3,231,496	3,923,606	21.4%	692,110
Newsweek	407,837	759,809	86.3%	351,972
Collier's	2,890,058	2,899,175	.3%	9,117

THE MASS MAGAZINE OF AMERICA'S BEST MARKETS

SALES MANAGEMENT

NEWS REEL

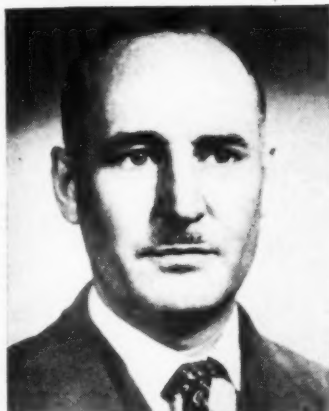


JOSEPH A. O'MALLEY

Promoted from assistant to general sales manager of the Chrysler Division, Chrysler Corp., has been a sales executive in the division for last 14 years.

S. L. LEWIS, JR.

Recently elected vice-president of Reeves Brothers, Inc., has been appointed general sales manager, a newly created position, for the fabrics manufacturer.



GEORGE A. WARLOW

Newly appointed Canadian sales manager of A. Schrader's Son Division, Scovill Manufacturing Co., Inc., has been with Canadian operations 19 years.

WINSTON H. JONES

Named sales director of the Conlon Division, Conlon-Moore Corp., was formerly assistant director of sales and the division's advertising manager.



HUNTLY M. CAMPBELL

Former district manager, has been appointed sales manager of the Mill Products Division of the Western Brass Mills, division of Olin Industries, Inc.

BARTON B. DAWES

Named director of sales for the Cushman Motor Works, Inc., Lincoln, Neb., to direct the sale of motor scooters, gasoline engines, industrial castings.



STOKELY-VAN CAMP, INC.

Charles C. Culp (left), who has been vice-president in charge of sales and advertising for 20 years, is elected to board of directors; L. J. Noonan (right), general sales manager for both the Stokely and Van Camp Divisions, is appointed vice-president.



WORKERS...

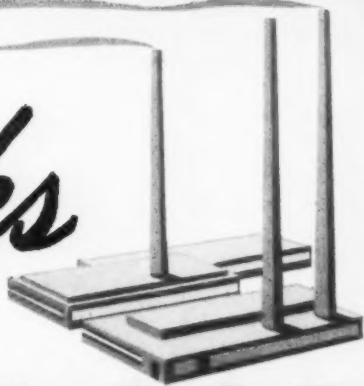
JUST
COMPLETED

THE IRON AGE

presents its BASIC MARKETING DATA of the metal working industry

Iron Age is basic

not Smokestacks **mean Business**



POSTWAR SURVEY KEYED TO PLANT-BY-PLANT MANPOWER GIVES YOU A BASIC NEW TOOL FOR FAST, ACCURATE MARKET ANALYSIS IN EVERY FIELD OF METALWORKING

What per cent of your market potential is in any given state? How many plants in your various sales territories should your salesmen call on? Want to make a market product survey quickly and easily?

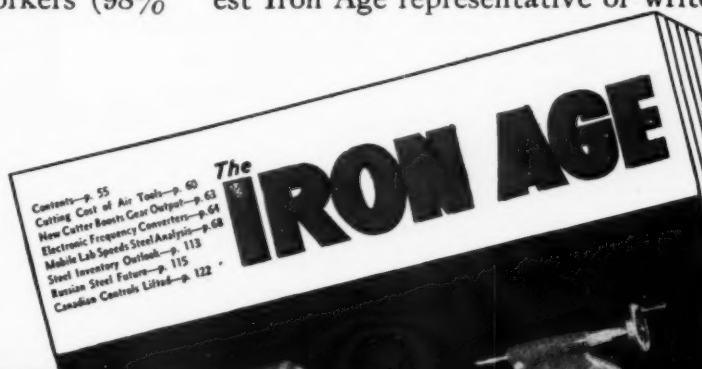
The basic data needed to answer those questions and many more are now ready for you. National summaries have already been printed. State and Industrial Area breakdowns will be available shortly.

Here you will find detailed, postwar statistics on 95% of all metalworking plants with 21 or more production workers (98%

coverage on a manpower basis). Throughout, all data have been keyed to the plant worker — the accepted and by far the best index on which reliable market projections can be made.

For many studies, the printed summaries will prove all you need. But beyond them also lie our original punch cards, ready to give you an endless stream of specialized breakdowns and projection factors.

For complete information, call your nearest Iron Age representative or write direct.



in a basic Industry



A Chilton



Publication



100 East 42nd St., New York 17, N. Y.



497,000 words ... to get 22,500!



☛ *AP1-Day schedule, Thursday, June 17, 1948 ...This office will cover (list)...MK712AED...* Thus Associated Press starts a new day with despatch #1, the daily bill of fare, signed by somebody whose initials are MK, and sent at 7:12 am, Eastern Daylight time.

☛ The narrow room is noisy as a cage of oversize woodpeckers hard at work. Both walls are lined with news service printers... slim cabinets, waist high, each with a tele-typewriter mechanism in its head, tapping steadily or sporadically, feeding from a slot in front a steadily lengthening strip of paper crossed with typed lines. Of the twenty-eight printers in the room, nine *tap-tap-tap-tap* around the clock; others are active a few hours a day, or on special occasions...

By cable, wireless, Western Union, pay phones, flimsies, government communiques and official forms... in Brooklyn and Berlin, Centre Street and Copenhagen, Polo Grounds and Pago Pago, New Dorp and New Delhi, crossroads villages and world capitals... thousands of reporters, correspondents, legmen, specialists, editors feed facts, records, rumors, opinions, to these tapping printers.

☛ Every ten minutes from 8 am to midnight, copyboys tear off the strips of typescript... deliver to News editors' desks daily some 300,000 words from Associated Press; 160,000 from United Press; 13,000 from Standard News (suburban and outlying areas); 15,000 from Chicago Tribune Press Service; 3,000 to 6,000 from our own Washington Bureau.

☛ Eight staff men in Manhattan police headquarters, eight in Brooklyn police headquarters, and twenty-four reporters on



assignment, work with three City Desk men (nine on three shifts)... send in some 8,000 words. Twenty sports reporters turn in another 3,000 to 5,000 words... Of 500 out-of-town correspondents, an average of ten a day file stories as requested...

☛ The twenty-four hour total averages 497,000 words—of which only one out of twenty-two reaches print in New York's Picture Newspaper!

☛ The selection of that twenty-second word...

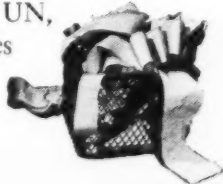


or rather the story wherein it appears...*makes this newspaper the selection of more people than any other US journal!*

The basis of selection is very simple: Not what they should read, but what they do read...not for posterity or history, but for ordinary people occupied with their own affairs and pressed for time. The News is liked for what it leaves out!

No newsroom anywhere scrutinizes every word more carefully, cuts and rewrites more. No News reader has to slosh through columns of verbiage, strain eyes or patience to find the sense in a story...gets the gist without the grief, the canary without the cat.

❖ The important story...important for significance and consequence, not because of source, subject or sacred cows...is judged for interest. If dull, it is kept bulletin brief. Consequently, foreign affairs, UN, government taxes, fiscal stories



are actually read by News readers, and actually skipped by most readers of other papers!

To interesting news, add entertainment liberally. Print on a page small enough to be seen at a glance. Package for easy perusal, and subway rush hour...And the result is not only the largest newspaper circulation in the best metropolitan market in the world... more than 2,275,000 daily and 4,375,000 Sunday...seven out of ten New York City families... but a newspaper which gets more readership and results for advertising! And more display advertising than any other newspaper!

❖ So your choice of media in New York is easy...lots of second choices, but only one first—for coverage, cost, advertising effectiveness!

THE NEWS, New York's Picture Newspaper,
220 East 42nd St., New York City...Tribune Tower, Chicago,
155 Montgomery St., San Francisco

5 reasons why PARENTS' Magazine should be on your advertising schedule!

1 Each month, more than 1,200,000 young families with children receive PARENTS' MAGAZINE. Families with children need more and buy more commodities of all kinds than all other markets combined.

2 More than 60% of PARENTS' MAGAZINE families have annual incomes exceeding \$3,000! More than 20% have incomes exceeding \$5,000! They can well afford the products they need and want.

3 PARENTS' MAGAZINE leads ALL magazines in percent of reader-families with incomes \$2,000-\$4,999! PARENTS' MAGAZINE leads ALL Women's Service magazines in percent of readers with incomes \$3,000-\$4,999!

4 PARENTS' MAGAZINE is the recognized authority in homes of families with children. Because mothers and fathers need its helpful information, it exerts powerful influence on the living and buying habits of families with children.

5 You, as a PARENTS' MAGAZINE advertiser, can share in its authority in families with children—your best customers.

MORE THAN 1,200,000 CIRCULATION

PARENTS' Magazine

52 Vanderbilt Ave., New York 17
360 N. Michigan Ave., Chicago, Ill.
Atlanta • Boston • Los Angeles • San Francisco



The PARENTS' SEAL
inspires confidence
and increases sales



BY T. HARRY THOMPSON

The date of this issue reminds me: Tomorrow, we shall be voting for a skipper to steer the Ship of State through the turbulent tides of the next four years. Personally, I don't care who he is, so long as he is a former district-attorney with a reputation for dealing with tough mugs, whether at home or abroad.

Attendant in a booby-hatch: Supe to nuts.

Pittsburgh barbers are said to be getting \$1.25 for a haircut. I can remember when haircuts were 20 cents, including a dash of bay rum.

Beau Beals asks if we've heard about the girl who remained calm . . . and collected. He also likes a Warner's Girdle headline: "Darling, we'd like to put our charms around you."

Jim Brennan relays a quickie he heard at a Yale Summer-School. A radio commercial says: "Minnie wouldn't use Cuticura Soap." The stooge asks: "Well, what happened to Minnie?" The answer: "Nothin'." I get it. She had pimples but no dates.

Nit—"Know anything about the anti-histamines?"
Wit—"Sure. Right up my allergy."

Apt Alliteration's Artful Aid: "The monsters of menace meet the masters of mirth."—Ad for the picture, "Abbott & Costello Meet Frankenstein."

R. L. Fiske, editor of "Oakite News-Service," says it seems obvious, but a gasoline-advertiser might say: "From Sunrise Highway to Sunset Boulevard, it's Sunoco all the way."

"This edition has teeth in it," the *Texarkana Gazette* told readers in a front-page box. In the composing-room, S. H. White, a printer, accidentally (accent on the *dental*) had dropped his false teeth. They fell into a pile of scrap-lead and type-metal. The metal went into a melting-pot; with it, the teeth. The metal was used to make page-casts for the *Gazette*.

HEADLINE PARADE

Delirium Premiums. — *Mead Papers*.

The incorruptible honesty of Westclox.—*Lifted from body-text*.

Bedtime without bedlam.—*Article in "Better Homes."*

"It's the plowinest plow I ever owned!"—*Krause Plows*.

Low, wide, and handsome.—*Hudson Motor-Car*.

Guess Star! — *Pitney-Bowes Scales*.

Love at first sight.—*CBS Television*.

The seal with a metal flipper.—*"The Nation's Agriculture."*

A lightweight has a heavy role.—*Alcoa Aluminum*.

Handling freight-cars like flap-jacks.—*American Car & Foundry Co.*

Your dinner starts below zero.—*Carrier Refrigeration*.

Wes Ecoff tells me about a man with an unusual occupation. He makes artificial tails for show-horses!

Kasco Informant says worry is like a rocking-chair. It gives you something to do, but it won't get you anywhere. The same source has a man asking "Is your wife outspoken?" and a guy answering: "Not by anyone I know."

They say Tito is so burned-up by the Iron Curtain, he's ready to swap it for one of asbestos.

When Tessie O'Paque found the bar had closed at 3 A.M. and it was now 3:15, she quipped: "It is later than you drink."

Our Own Daffynitions Dep't: BEWITCHES — Brooklynese, as in: "I'll bewitches in just a minute." OFFENSE — What a farmer puts around his place.

Until the week last Summer when the mercury hit 101, as far north as Manhattan, I had forgotten how refreshing a pitcher of ice-cold lemonade could taste. Even without gin.

SALES MANAGEMENT



The New Commodity...

The forty-hour week, legislated as a work spreader in 1933, also proved to be a slow-fused social revolution. Consider:

The worker now averages only 70% full days per year *at work*, sleeps 51 full days more than he works! ... after work and sleep, has 172 days, 47.5% of his whole year unclaimed. And for the first time faces the new problem of leisure!

For Californians, the solution has been relatively simple—spend most of the free time outdoors. A one-season year requires less energy. Here the effects of leisure are already evident.

Leisure changes people... They relax, store up new strength, get bored, and busy... New interests, activities, habits follow.

Leisure will affect business far more than most business men realize... make new markets for gentleman farming and good books, correspondence courses, second cars, and items too numerous to mention... including newspapers.

CONSEQUENTLY, The Chronicle, *avant garde* and never outdone, recently started a new Leisure Section on Sunday, about... glass walls to bring gardens indoors, new patios, sleeping porches... horticulture, amateur animal husbandry, horse shows, field trials... small boat sailing, glider flying, square dances, picnic lunches... chess, clothes, cars, cameras, concerts, art

exhibits, hikes, pets, new records, holidays in Hawaii, Mexico, Alaska... Content open to every interest not too exclusive.

Showing people how to do less of what they don't like... more of what they do, is a Chronicle policy that works very well with people who like The Chronicle!

THE Chronicle probably carries more general news than any paper west of New York—international, UN, foreign policy, atom control, city budgets, bus franchises, strike issues, business, education... plus opinion, history, music, art, books... Experienced editors know people don't read such heavy stuff—but Chronicle readers depend on it to keep informed!

There are enough such readers to put The Chronicle in every third home in the city, every fourth home in the suburbs... in every locality, income, social and age group... And their confidence in The Chronicle makes this newspaper an unusually resultful advertising medium, that carries the load for specialty shops, department stores, fashion merchandisers... and gets acceptance for new products in super-markets, drug and grocery stores—gets more customers for merchandise than any other medium in this market!

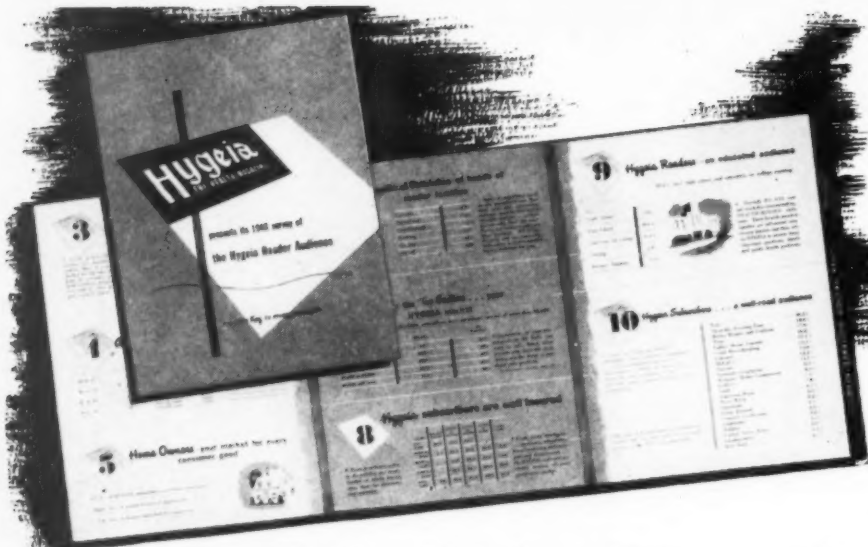
For the quick turn or the long pull... The Chronicle is your first choice—in a first choice market! Ask any SWF man!



San Francisco Chronicle

SAWYER, FERGUSON, WALKER Co., *National Representatives*,
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

NOVEMBER 1, 1948



"X-raying" the Buying Power of HYGEIA'S Health Minded Readers

Yes, we **KNOW** what kind of people read HYGEIA, how much confidence they place in it, and how much income they have to back up their buying impulses!

An exhaustive study has produced fresh, significant facts about HYGEIA's readers as *buyers*, and we have hustled our findings into convenient form for your examination. Here are a *few* of the facts which makers of products with a health or homemaker appeal can use to uncover a rich and productive market:

HYGEIA readers are interested in health. 85.6 per cent of them save their copies of HYGEIA for future reference!

HYGEIA readers are family people with a multitude of health and home comfort needs. 81.5 per cent are married homemakers. 52.3 per cent have children!

HYGEIA readers have high buying power. 60.2 per cent have incomes among the top third in the nation, AND 67.6 per cent of subscribers own their own homes!

The 1948 profit-finding survey of HYGEIA's readership belongs on the desk of every manufacturer and advertiser of products for health and the home. Use the coupon below to get your copy.



Hygeia

THE HEALTH MAGAZINE
OF THE
AMERICAN MEDICAL ASSOCIATION
535 NORTH DEARBORN • CHICAGO 10, ILLINOIS

AMERICAN MEDICAL ASSOCIATION
535 N. Dearborn St., Chicago 10

Send me my copy of the 1948 HYGEIA Reader Audience Survey.

Name

Firm

Address

S.M. 11-1-48

Like the item above, I meant to comment sooner on the A.B.P. brochure, "Copy That Clicks" . . . a guide to those of us who write copy for the business-papers. Line I liked best in the little book is: "Promise a benefit—and *prove* it!"

It's probably just as well that the one and only Teddy Roosevelt is no longer with us mortals. He wouldn't have stood for *half* the lip we are taking from the scurvy Commies. He would have given them "the business" with the atom-bomb long ago, and let the decent elements of the world get back to peace and prosperity.

Incidentally, on Firestone's Americana program (NBC-TV), Ben Grauer told us that the two branches of the old Dutch family pronounced their surname differently. For example, Eleanor was Miss "Ruze-velt" before she became Mrs. "Rose-a-velt."

The cartoon-column series, "A Nicholson file for every purpose," maintains its nice pace. Much more effective than any attempt to show the serious uses for the many kinds of file.

"Think twice before you question your employer's judgment. Remember, he hired you."—Herbert Prochnow in the *Satevepost*.

They say a man is getting old when he begins to reminisce. *Touche!* I still think dance-bands were better before they turned into glee-clubs.

There is no finer example of the power of national advertising than Sunkist Oranges. Before Sunkist, an orange was something you found in your stocking at Christmas; or a decorative thing on the family sideboard. Sunkist taught America to *drink* oranges, rather than eat them.

No economist, I still believe one cause of high prices is the farmer's belief that parity begins at home.

Henry Wallace was pelted with ripe tomatoes when he invaded the South. At least, he couldn't object to the color of them.

They say a popular game in Washington is one we played as kids: "I spy."



BALLOT

Archie Comic Group

**CAST YOUR VOTE
FOR ARCHIE!**

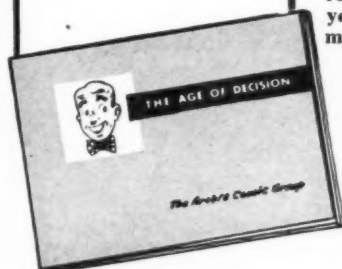
**'Because Only ARCHIE Has Dared
Reveal Unduplicated Intra-Group Readership**

**SALES
MANAGEMENT**

For YOU—

FACTS about 28,280,000 potential Customers who SPEND 4½ BILLION DOLLARS ANNUALLY—INFLUENCE sales of MANY TIMES that amount Each Year!

Send Today for Your FREE COPY of the Gilbert Study—largest youth Survey ever made!



Now for the first time space buyers have the answer to how much actual, unduplicated readership they are getting in comic magazines. Now you can know, beyond question just what a "million" circulation means in terms of actual *net* readers!

Now, for the first time in comic magazine history, a publisher *dares* reveal this *unduplicated* intra-group readership. Based on the now famed Gilbert Youth Research study, we proudly give you THE ARCHIE STORY—12,188,000 readers every issue with *all* cross-readership and duplication among our six magazines **ELIMINATED!**

Remember, too, this amazing ARCHIE STORY represents *only* our readership in the 8- to 20-year-old Youth Market. It does not include our millions of adult readers—readership which

studies indicate equals, perhaps surpasses, our youth circulation.

Remember, too, THE ARCHIE STORY of unduplicated readership is but one of the many, many reasons why you should send for your FREE copy of "The Age Of Decision," the just-off-the-press report on the Gilbert Youth Research Survey—largest study made in the youth field—10,015 completed questionnaires, plus an accuracy checkback on 2,500 parents!

The Gilbert Study tells you what America's 8- to 20-year-olds spend—and what they **BUY!** It gives you the facts about their families—and their influence on family purchasing. It presents a *nationwide picture*—not a small one-or-two-city segment of the market. It is definitely a "must" if you sell *anything* that America's youngsters or their families buy, use or wear!

ARCHIE COMIC GROUP wants you to have this Gilbert Youth Research Study. **IT'S YOURS**—without cost or obligation. Just request it on your letterhead. Write for your copy **TODAY.**

Archie Comic Group

HAROLD HAMMOND, Advertising Director

241 Church Street • New York 13, N. Y. • Walker 5-0424

ARCHIE COMIC GROUP

reaches

**12,188,000 READERS
EVERY ISSUE**

UNDUPLICATED

43.1% of all the 8-to 20-year-olds in the U.S.





COPYWRITERS:



ACCOUNT EXECS:

ABP's 7th annual advertising

You can't run a contest without rules!

Ours are simple and easy to follow

1. Forty-two ABP awards are given each year to those advertisers who make the most effective use of their space in business papers. Each entry is judged from the standpoint of (a) establishment of valid and adequate objectives, supported by (b) convincing, informative copy, and (c) specific evidence that the campaign attained its objectives. Entries may be submitted by advertisers or their agencies. Media advertising and an agency's own advertising are not eligible.

2. Each entry must consist of three advertisements, typical of an entire campaign, which have appeared in business papers during the calendar year 1948.

3. Each entry must be classified as to the division in which the advertiser desires to compete. (All seven divisions are clearly defined in the column on the opposite page.)

4. Each entry must be accompanied by a brief statement on the advertiser's or agency's letterhead, stating (a) the objective of each advertisement, (b) reasonable evidence of results in relation to the objective, and (c) a list of publications in which the advertisements appeared.

5. Entries must be kept simple. Each advertisement must be individually mounted on approximately 60 lb. cover stock with 1" margin all around. Any entries unmounted or over size will be disqualified. Please refrain from ornate or lavish presentations. A simple clip or tie arrangement may be used to distinguish separate campaigns.

6. Awards will consist of certificates of merit for the forty-two business paper campaigns of 1948 which, in the opinion of the judges, are most outstanding. Seven sterling silver plaque awards, one in each division, may be made at the discretion of the judges, to outstanding certificate winners.

7. The judges will be leading men in their fields, qualified to pass on the merits of entries. Their decisions are final and include the right not to grant an award in any division.

8. Awards will be made at a special presentation meeting on April 30th. Entries must be postmarked not later than midnight, January 31, 1949. Address entries to Contest Committee.

Have You Read It Yet?

Like all ABP "promotion," **COPY THAT CLICKS** has only one purpose—to help you do a more effective job of business paper advertising. It doesn't pretend to spell out the final word on the subject, nor does it lay claim to any unsupported theories. But it does offer you a collection of "success stories," and an honest appraisal of the objectives and techniques that made these advertisements click *with readers*.

One advertising journal calls it "one of the most helpful books on advertising ever published," and several agencies have made it required reading for all their copywriters and account men. If you haven't read it yet, the coupon on the opposite page will bring your copy by return mail, compliments of ABP.



Partial list of contents

When to go after inquiries, and when not to.

Long copy versus short.

How to advertise when you "have nothing to sell."

High readership versus the highly selective appeal.

Helping your readers solve a problem.

What your dealers want to know.

Four basic steps in creating **COPY THAT CLICKS** with readers.



AD-MANAGERS:

competition is now open!



Enter each of your campaigns in one of these divisions:

DIVISION 1. Advertising of Operating and Maintenance Parts and Materials. (Oils, greases, cleaning compounds, repair parts, transmission belts, etc.)

DIVISION 2. Advertising of Fabricating Parts and Materials, Containers and Packaging Supplies. (Metal stampings, molded plastic, bearings, gears, steel sheets, tubes, fabrics, wrapping materials, cans, boxes, paper, aluminum foil, etc.)

DIVISION 3. Advertising of Machinery and Equipment. (Machine Tools, motors, instruments, material handling equipment, hand tools, etc.)

DIVISION 4. Advertising of Primary and Process Materials. (Wood pulp, chemicals, hides, wool, food products, flour, shortenings, plastics, etc.)

DIVISION 5. Advertising of Construction and Engineering Materials. (Fabricated steel, lumber, bricks, roofing, siding, cement, paint, hardware, etc.)

DIVISION 6. Advertising of Merchandise for Re-sale, addressed to dealers and jobbers. (Housewares, clothing, drugs, hardware, jewelry, shoes, glassware, furniture, etc.)

DIVISION 7. Institutional Advertising. Advertising of Services, and Group Advertising. (Transportation facilities, trade associations, group advertising, etc. of a general nature, not covered by the preceding classifications.)

**You may win one (or more) of the 42 awards—but
be sure to send in your entries before Jan. 31, 1949!**

With the return of competition, advertising in general has rolled up its sleeves during the past year—and the business press has carried some of the best of it. Including (we hope) some of yours.

If you agree, tell us now—via the coupon below—how many campaigns you plan to enter in ABP's 7th annual contest. And incidentally, in preparing your entries, it might pay you to re-read some of the case-histories in **COPY THAT CLICKS**. If you haven't received your copy, we'll be glad to send you one by return mail. Simply indicate your request in the coupon, and mail it *today*.

Contest closes January 31, 1949; winners to be announced April 30th.



THE ASSOCIATED BUSINESS PAPERS

205 East 42nd Street, New York 17, N. Y.

An association of 136 independently owned and operated business papers. Membership is confined to business papers entered under second class postage and audited by the Audit Bureau of Circulations. Members of ABP subscribe to a code of high editorial, advertising and circulation standards, and pledge themselves to deliver publications worthy of the subscriber's money and the advertiser's investment.

Gentlemen:

I plan to enter (state number) _____ or more campaigns in your 7th annual advertising contest.

NAME

Check here ☐ if you would like to receive a copy of ABP's new book "COPY THAT CLICKS."

TITLE

COMPANY

ADDRESS

CITY STATE

NOVEMBER 1, 1948



Albuquerque
Beaumont
Boise
Buffalo
Charleston, S. C.
Columbia, S. C.
Corpus Christi
Davenport
Des Moines
Denver
Duluth
 Fargo
Ft. Worth-Dallas
Honolulu-Hilo
Houston
Indianapolis
Kansas City
Louisville
Milwaukee
Minneapolis-St. Paul
New York
Norfolk
Omaha
Peoria-Tuscola
Portland, Ore.
Raleigh
Roanoke
San Diego
St. Louis
Seattle
Syracuse
Terre Haute

KOB
KFDM
KDSH
WGR
WCSC
WIS
KRIS
WOC
WHO
KVOD
WDSM
WDAY
WBAP
KGMB-KHBC
KXYZ
WISH
KMBC-KFRM
WAVE
WMAW
WTCN
WMCA
WGH
KFAB
WMBD-WDZ
KEX
WPTF
WDBJ
KSDJ
KSD
KIRO
WFBL
WTHI

NBC
ABC
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CBS
ABC

Television

Baltimore
Ft. Worth-Dallas
Louisville
New York
Peoria
St. Louis

WAAM
WBAP-TV
WAVE-TV
WPIX
WNBT
KSD-TV

Bull's-Eye Radio"

is DIRECT-HIT

RADIO

EVEN where scatter-gun media are used intensively and well, they rarely can *finish the job*.

How can they tell the name and location of your local dealer? What can they do to help him offset competitive activities in any individual market? What are the special local reasons why people in any given market would prefer your product—if your advertising could *tell* the local facts? Isn't it true that consumers in widely different markets may react very differently to the type of copy or *program* you use in scatter-gun advertising?

Bull's-Eye Radio — "national spot" radio—is a *direct-hit* medium. Whether used alone or to reinforce other media, it can get in and mop up where the going is tough and competitive.

We of Free & Peters have specialized in this *working radio* for over sixteen years. We have worked intimately with literally hundreds of agencies and advertisers who want *direct-hit results* from their advertising. We'd like to give you some case histories that prove the effectiveness of Bull's-Eye Radio. Just name the place, date and time.

FREE & PETERS, INC.

Pioneer Radio and Television Station Representatives
Since May, 1932

NEW YORK

CHICAGO

ATLANTA

DETROIT

FT. WORTH

HOLLYWOOD

SAN FRANCISCO

A New Look at New York

MORE, MORE AND MORE people this year are coming to New York not just for business, shopping or "contacts" but for fun, a new lease on the old life... a vacation unexcelled! And how about bringing The Bride along? A change will do you Both a lot of good. Come a-looking for new scenes, new interests, new ideas. Here at the New Yorker we'll help you find them.



WHAT'S TO DO IN N. Y. C.? Well, where do we start? You'll want to take in the shows, a dozen new ones will be on the boards and some of the oldies are pretty darn fine. There's the Opera too, concerts, art exhibits, fashion shows all over town — and the New York shops—those beautiful, beautiful shops. How the Little Lady will love them.



BE SURE TO GO on an old-fashioned rubberneck tour to See the Sights. Nowadays it's sophisticated to be interested. Parties are small, you get lots of attention... and you learn plenty. For sports fans every New York day is a Roman holiday with pro football, basketball, major league hockey, boxing events. Why don't you let us send you a complete FREE Calendar of Goings-on about Town?



JUST SEND A NOTE to the New Yorker... then come yourself. This is one hotel where a dollar is a self-respecting coin. Think what you save on taxi fares — being right in the center of everything. Here your comfort is our life work. Our pastry chefs are women (only a woman can bake an apple pie). In many a room you can lie in bed and look at television. And you're sure to get a whole lot for your lettuce — whether you spend \$4.00 or \$100 a day for your accommodations.



WHAT WE'RE TRYING TO SAY is this — Life is looking up. Come on — and take a New Look at the Old Town — from the vantage point of the New Yorker.

Hotel

NEW YORKER

Frank L. Andrews, President
2500 Rooms • Tunnel Direct to Penn. Station
34th Street at Eighth Avenue, New York 1, N. Y.

WASHINGTON BULLETIN BOARD

FTC Tries to Clarify Geographic Pricing Policy

Some effort is being made to ease the perplexities of hundreds of sales officials who are still wondering what to do about pricing policies as a result of the basing point decisions. Until public hearings, Congressional debate, pending FTC cases and probable court appeals have ground through their courses, probably the best guide for individual business firms is a 10-page memorandum prepared by FTC for its staff under the heading "Commission Policy Toward Geographic Pricing Practices."

An indication of likely legislative trends on pricing problems will be forthcoming within another 30 days. Dr. Melvin T. Copeland of Harvard, chairman of the 47-man advisory council to the Senate's Capehart committee, has promised publication of his council's report before conclusion of Capehart's public hearings which start November 9 in Washington. This should provide the tipoff on what kind of legislation actually will be considered.

FTC's policy memorandum, primarily for its own staff, notes that a primary question raised by the public is whether or not the commission will now base further proceedings upon "radical interpretations" of the law. Its specific answer is: "In basing point cases the commission will continue to employ concepts of injury similar to those which it has used in the past."

It divides its policy dictum into problems under the Federal Trade Commission Act and problems under the Clayton Act. But it leaves room for concern among company policy makers by saying: "It is conceivable that any geographic pricing practiced may be a part of a conspiracy to eliminate competition."

Universal F.O.B. Sought?

(Commissioner Lowell Mason did not participate in the policy statement. Later before the hardware manufacturers convention in Atlantic City he said the Cement Case decision made "the terms business man and law violator virtually synonymous.")

The belief of many that FTC is aiming at universal f.o.b. pricing might be bolstered by lengthy discussion in the memorandum supporting the FTC tenet that "there is nothing

inherently suggestive of collusion in f.o.b. mill pricing."

Following are direct excerpts from the section on the FTC Act:

"The types of pricing practices which can be readily used for collusive purposes are those which can readily produce identical delivered prices—e.g., basing point systems, systems of freight equalization, and uniform delivered prices in zones or throughout the Nation. To be an instrument of collusive pricing, any of these methods of price quotation must be in general use in an industry, so that competitors using it arrive at identical results."

"The problem created by freight absorption under the Federal Trade Commission Act arises only where the result of the practice is the elimination of price competition... Freight absorption by a single seller, accompanied by reciprocal absorption by one or more competitors, but not accompanied by reciprocal absorption such as creates a pattern of pricing generally used in the industry or in a significant part thereof with resultant matching of delivered price quotations, raises no problem."

Zone Pricing

On the question of zone pricing, FTC said "the inherent evidence of collusion in the characteristics of some zone pricing formulas is similar to that in basing point systems," but it specifically held that nation-wide delivered pricing is not *per se* unlawful.

"Where there is neither conscious parallel action which eliminates price competition nor monopolistic position maintained through unfair methods, a single enterprise is free to adopt any geographic pricing practice. The following types of cases may be regarded as open to question:

"(a) Single or multiple basing point systems used by competitors in such a way that delivered prices quoted by these competitors are typically identical.

"(b) Systems of freight equalization used by competitors in such a way as to produce similar typical identities.

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FTC May Settle Policy On Agency Liability

The perennial question of the responsibility of advertising agencies in Federal Trade Commission cease and desist actions may finally be resolved in the Commission's ultimate order in the Ipana "pink toothbrush" case — although there is still disagreement within the FTC staff.

The case hinges around charges of

SALES MANAGEMENT



some water begs for detergents

Synthetic detergents are a soapmakers' sensation. From coast to coast, they're the New Look in suds. Yet in one midwest market, their sales are piling higher than in a top eastern city *with six times the population*.

How come?

The midwest city has water so hard it's tough to work up any kind of lather with ordinary soap. But the six-times-as-big town in the East boasts water so soft a truckload of suds is no trick at all. Just one more example of the way sales opportunities—and *sales costs*—differ from market to market for nearly every product.

Facing today's soaring costs, you're far ahead if your advertising swims *with the current* of local potentials instead of trying to buck it. That's why so many advertisers are planning today on a market-by-market basis, using *newspaper advertising* to get the most out of every top-opportunity market.

National advertising in newspapers is topping all records simply because advertisers, as never before, are basing their national plans on the fact that . . .

All Business Is Local

THE BUREAU OF ADVERTISING, American Newspaper Publishers Association, is in business to help you get bigger sales results at lower cost. If you have a problem you'd like to discuss, write, wire or call us at 370 Lexington Ave., New York 17; 360 North Michigan Ave., Chicago 1, or 240 Montgomery St., San Francisco 4.

Published by The Detroit News in the interest of more effective advertising.

A New Look at New York

MORE, MORE AND MORE people this year are coming to New York not just for business, shopping or "contacts" but for fun, a new lease on the old life ... a vacation unexcelled! And how about bringing The Bride along? A change will do you Both a lot of good. Come a-looking for new scenes, new interests, new ideas. Here at the New Yorker we'll help you find them.



WHAT'S TO DO IN N. Y. C.? Well, where do we start? You'll want to take in the shows, a dozen new ones will be on the boards and some of the oldies are pretty darn fine. There's the Opera too, concerts, art exhibits, fashion shows all over town — and the New York shops—those beautiful, beautiful shops. How the Little Lady will love them.



BE SURE TO GO on an old-fashioned rubberneck tour to See the Sights. Nowadays it's sophisticated to be interested. Parties are small, you get lots of attention ... and you learn plenty. For sports fans every New York day is a Roman holiday with pro football, basketball, major league hockey, boxing events. Why don't you let us send you a complete FREE Calendar of Goings-on about Town?



JUST SEND A NOTE to the New Yorker ... then come yourself. This is one hotel where a dollar is a self-respecting coin. Think what you save on taxi fares —being right in the center of everything. Here your comfort is our life work. Our pastry chefs are women (only a woman can bake an apple pie). In many a room you can lie in bed and look at television. And you're sure to get a whole lot for your lettuce —whether you spend \$4.00 or \$100 a day for your accommodations.



WHAT WE'RE TRYING TO SAY is this —Life is looking up. Come on—and take a New Look at the Old Town—from the vantage point of the New Yorker.

Hotel

NEW YORKER

Frank L. Andrews, President
2500 Rooms • Tunnel Direct to Penn. Station
34th Street at Eighth Avenue, New York 1, N. Y.

WASHINGTON BULLETIN BOARD

FTC Tries to Clarify Geographic Pricing Policy

Some effort is being made to ease the perplexities of hundreds of sales officials who are still wondering what to do about pricing policies as a result of the basing point decisions. Until public hearings, Congressional debate, pending FTC cases and probable court appeals have ground through their courses, probably the best guide for individual business firms is a 10-page memorandum prepared by FTC for its staff under the heading "Commission Policy Toward Geographic Pricing Practices."

An indication of likely legislative trends on pricing problems will be forthcoming within another 30 days. Dr. Melvin T. Copeland of Harvard, chairman of the 47-man advisory council to the Senate's Capehart committee, has promised publication of his council's report before conclusion of Capehart's public hearings which start November 9 in Washington. This should provide the tipoff on what kind of legislation actually will be considered.

FTC's policy memorandum, primarily for its own staff, notes that a primary question raised by the public is whether or not the commission will now base further proceedings upon "radical interpretations" of the law. Its specific answer is: "In basing point cases the commission will continue to employ concepts of injury similar to those which it has used in the past."

It divides its policy dictum into problems under the Federal Trade Commission Act and problems under the Clayton Act. But it leaves room for concern among company policy makers by saying: "It is conceivable that any geographic pricing practiced may be a part of a conspiracy to eliminate competition."

Universal F.O.B. Sought?

(Commissioner Lowell Mason did not participate in the policy statement. Later before the hardware manufacturers convention in Atlantic City he said the Cement Case decision made "the terms business man and law violator virtually synonymous.")

The belief of many that FTC is aiming at universal f.o.b. pricing might be bolstered by lengthy discussion in the memorandum supporting the FTC tenet that "there is nothing

inherently suggestive of collusion in f.o.b. mill pricing."

Following are direct excerpts from the section on the FTC Act:

"The types of pricing practices which can be readily used for collusive purposes are those which can readily produce identical delivered prices—e.g., basing point systems, systems of freight equalization, and uniform delivered prices in zones or throughout the Nation. To be an instrument of collusive pricing, any of these methods of price quotation must be in general use in an industry, so that competitors using it arrive at identical results.

"The problem created by freight absorption under the Federal Trade Commission Act arises only where the result of the practice is the elimination of price competition ... Freight absorption by a single seller, accompanied by reciprocal absorption by one or more competitors, but not accompanied by reciprocal absorption such as creates a pattern of pricing generally used in the industry or in a significant part thereof with resultant matching of delivered price quotations, raises no problem."

Zone Pricing

On the question of zone pricing, FTC said "the inherent evidence of collusion in the characteristics of some zone pricing formulas is similar to that in basing point systems," but it specifically held that nation-wide delivered pricing is not *per se* unlawful.

"Where there is neither conscious parallel action which eliminates price competition nor monopolistic position maintained through unfair methods, a single enterprise is free to adopt any geographic pricing practice. The following types of cases may be regarded as open to question:

"(a) Single or multiple basing point systems used by competitors in such a way that delivered prices quoted by these competitors are typically identical.

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Published by The Detroit News in the interest of more effective advertising.

Only AIR EXPRESS gives you all these advantages

A combination you don't get
with other air-shipping methods

- 1.** Special pick-up and delivery at no extra cost. Your shipments are picked up promptly when you call; fast delivery to consignee's door.
- 2.** You get a receipt for every shipment, and delivery is proved by signature of consignee. One-carrier responsibility. Complete security.
- 3.** Assured protection, too—valuation coverage up to \$50 without extra charge; 10 cents for each additional \$100 or fraction thereof.

These advantages, plus 21 others, make Air Express the best and fastest way to ship. Your shipments go on every flight of the Scheduled Airlines—repair parts, equipment, finished items *keep moving* to where they're needed. Reach any U.S. point in hours. Phone local Air Express Division, Railway Express Agency, for fast shipping action. Specify "Air Express" on orders for quickest delivery.

FACTS on low Air Express rates

22 lbs. machine parts goes 700 miles for \$4.73.
10 lbs. printed matter goes 1000 miles for \$3.31.
30-lb. carton of new fashions goes 500 miles for \$4.61.
Same day delivery in all these cases if you ship early.



AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE
SCHEDULED AIRLINES OF THE U.S.

"false and misleading" advertising copy prepared for Bristol-Myers by the Pedlar & Ryan agency and by Young & Rubicam. The agencies were parties to the original complaint, but Trial Examiner Frank Hier recommended that the complaint against them be dismissed. His view is that since the agencies prepared copy based on instructions from Bristol-Myers that an order against the company would be as effective as against all three. FTC Attorney William L. Pencke, who handled the prosecution, immediately asked the commissioners to issue an order against the agencies as well as B-M.

Hier's recommendation said in part: "The fact that final authority over verbiage, pictorialization or particular medium did not rest with them (the agencies) does not obliterate their substantial contribution and participation . . . But they at all times acted under direction and control of Bristol-Myers, their employer, with final authority and responsibility resting with the latter."

The recommendations of both the examiner and the attorney will be argued before the full commission—after which a final policy on agency liability may be forthcoming.

Better Business Services To Be Recommended by Hoover

Accent on a strong and adequately financed Department of Commerce is expected to be one of the features of the Hoover Commission report on reorganization of the executive branch of the Government. A clearer policy to assure continuity of the Department's work without the frequent disruptions caused in the past by unsympathetic Congressional committees also will be urged.

A sizable part of the Hoover report, which will not be released until January, will deal with the Commerce Department and its various responsibilities in providing aid to business. It will stress the fact that this agency must keep pace with the Nation's expanding business economy.

Special attention will be given to the statistical services, and it is known that Hoover's group is attempting to spell out a practical system for eliminating time lags in the collection and dissemination of statistical material. It is trying to devise means for channeling into the Department statistical material produced as a by-product by numerous other Government agencies. To handle this phase of the study, Mr. Hoover selected Dr. Frederick Mills of Columbia University, who is widely known throughout the business world as an authority on the science of statistics.

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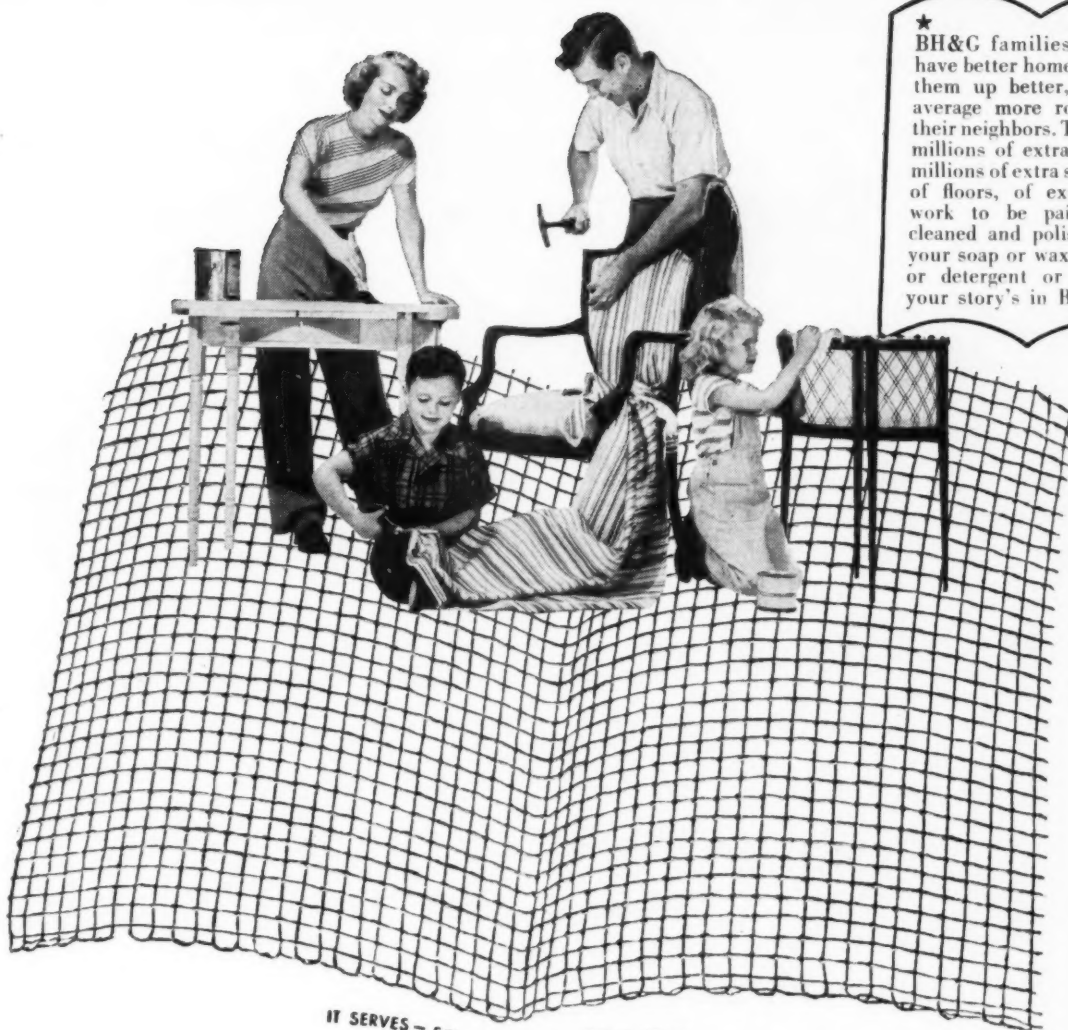
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★
 BH&G families not only
 have better homes and keep
 them up better, but they
 average more rooms than
 their neighbors. That means
 millions of extra windows,
 millions of extra square feet
 of floors, of extra wood-
 work to be painted and
 cleaned and polished with
 your soap or wax or polish
 or detergent or paint, if
 your story's in BH&G.

IT SERVES — SO IT SCREENS — SO IT SELLS

Want to Start Something—in a hurry?

WHICH'S most interested in using your new cake
 mix? Buying your new coffee table? Using your
 new detergent? Buying your draperies?

If you sell anything that goes into homes, it's the
 families whose big interest is home, of course.

And how do you find them? That screen in our picture
 finds them for you. It represents the editorial job Better
 Homes & Gardens does — 100% service on better living
 screens out the casual reader, screens *in* the husbands
 and wives whose big interest is everything connected
 with home.

BH&G's 100% service is devoted entirely to showing
 people how to start — and finish — things: a new
 terrace, a new color scheme, a trip to California. Ad-
 vertising that points up something new and something
 good finds quick takers, gets quick action.

Better be around when over 3,000,000 families with
 incomes among the highest for all big magazines are
 making up their minds! Would you like our representa-
 tive to tell you more about how editorial screening
 can help you sell?



America's First Service Magazine

THE DESERET NEWS

SALT LAKE CITY, UTAH

Announces

the Appointment of

CRESMER & WOODWARD, INC.

NEW YORK • CHICAGO • DETROIT

SAN FRANCISCO • LOS ANGELES

**AS NATIONAL ADVERTISING
REPRESENTATIVE**

Effective October 1, 1948



The Fastest Growing Newspaper
in the West

Circulation Up 40,000 Since January 1

Now 84,000 Net Paid

DAILY AND SUNDAY

The Deseret News

SALT LAKE CITY, UTAH

Extra B.O.* For Carmen



The amusement people of New Orleans will tell you that no other combination of advertising media helps build as great a B. O.* (box office) as The Times-Picayune States combination. This combination will be used powerfully to build extra box office in New Orleans for "The Loves of Carmen."

Yes, The Times-Picayune States combination is New Orleans' most used, quick-action combination, building box office and cash register results "heavy in the black."

Rita Hayworth as she appears in "THE LOVES OF CARMEN" . . . A Columbia Picture
. A Beckworth Production . . .
Color by Technicolor

N. O. Homes
181,100
Combined A.M. & P.M. City
180,947
Sunday City
154,586
TOTAL CIRCULATION
A.M. 166,960
Sunday 274,748
P.M. 92,145
3 mos. ending Mar. 31, 1948



New Orleans

TIMES-PICAYUNE and STATES

★ MORNING

★ SUNDAY

★ EVENING

OWNING AND OPERATING RADIO STATIONS WTPS AND WTPS FM • MEMBER A.N.A. Network • REPRESENTATIVES: JANN & KELLEY, INC.



**A MESSAGE
THAT MAY CHANGE
YOUR IDEAS
ABOUT
ADVERTISING**

***Friday, gentlemen, is not
the only day
in the week***

It's been common practice to slap most food advertising into a Friday medium, on the theory that most food shopping happens on Saturday. Now comes WOR, no upstart in the field of selling food (20% of our accounts are food accounts), to tumble the apple cart.

A recent survey on food-buying habits in metropolitan New York, conducted for WOR by an

independent outfit, has turned up some explosive data. 2,000 housewives, plus a group of supermarket men, were plied with questions. And we discover that:

**More women food-shop
on Friday
than on Saturday.**

**The percentage
of women who food-shop
all through the week
is larger
than either the Friday
or Saturday total!**

This means one thing: the weekly advertising splurge is as inadequate as a tea strainer in a trout stream. Only across-the-board, day-in-and-day-out "reminder" advertising can give you food men a real bite out of the richest food market in America. And that means a daily job on WOR.

Gentlemen: We'd like to show you the breakdown of the survey.

WOR

***heard by the most people
where the most people are***

mutual

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending November 1, 1948

"ECONOMY NEVER MORE STABLE"

Sumner H. Slichter, Lamont University Professor at Harvard, and probably the economist whose views are most widely accepted, is an optimist. He does not expect an early recession. He sees business continuing good for a long time to come.

In *The New York Times Magazine*, October 17, Doctor Slichter analyzes the good and the bad and finds the former most convincing. His major reasons for optimism:

1. No large drop from the present high rate of business spending is in prospect.

2. Whatever drop occurs in business spending will be more than offset by increases in expenditures by consumers, state and local governments, and the Federal government.

He points out that expenditures for consumer goods in the "normal" year of 1939 were 1.90 times the personal holdings of bank deposits and cash, but that today such expenditures are only 1.70 times greater.

"The present soundness of the economy is reflected particularly (1) in the large volume of unfilled needs; (2) in the huge holdings of liquid assets by consumers, and (3) in the small volume of debts in relation to income and the supply of money. Despite the progress in catching up on the demand for apparel and a few types

of household goods, huge deferred demands still remain to be met, particularly in the case of automobiles and housing."

SEX AND SELLING

Managers of well-run factories succeed in disposing at a profit of most of their waste materials. Perhaps some genius can show magazines how to dispose of their wasted ideas and words—both the overwritten stories that must be trimmed, and the starts that never get finished. For example, you see in this issue of SM only a small fraction of the carefully written words we accumulated.

Many of the projects don't get past the idea stage, and I think you may be interested in one of them. It's still a good idea, we think.

We had a hunch that there might be a very strong correlation between sex and selling, that a high percentage of the best salesmen are men with healthy sex appetites. Who could answer such a question with any degree of finality? Obviously it would be Dr. Alfred C. Kinsey, who has accumulated sex data on thousands of men.

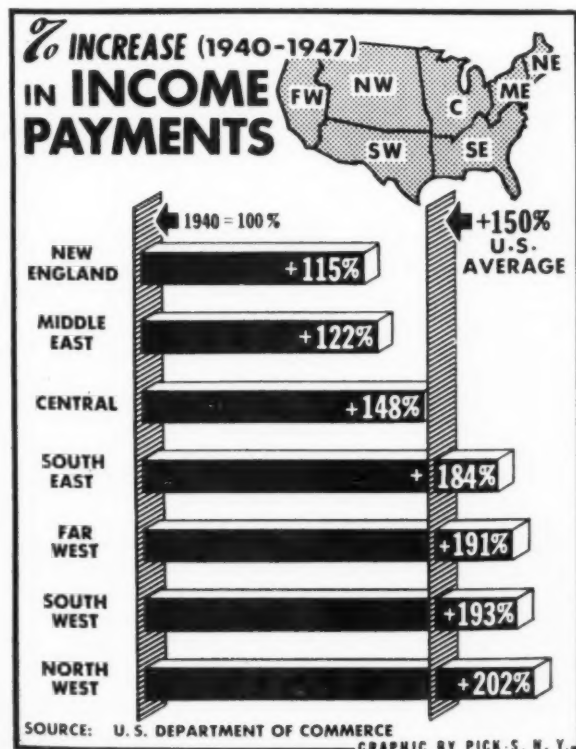
We tried—but no go. Dr. Kinsey, who is a serious scientist, not a sensationalist, replied in part, as follows: "We do have data on salesmen, but would need a great many more histories before we would be ready to draw any conclusions. Perhaps in time we can get enough of these to do something on this subject."

LIVING WITHIN YOUR INCOME

Many salesmen fall off in production because they have financial worries which result from mismanagement of their income. If I were a sales manager I would buy a stock of copies of a book just out, called, "How to Live Within Your Income," and I would put one in the hands of every man who has money trouble. The authors are J. K. Lasser, the famous tax expert, and Sylvia F. Porter, distinguished financial columnist. It's published by Simon & Schuster, paper cover, 120 pages, \$1.00. It shows how to control expenditures, ten ways to get the most for your money, how to handle debts and financial emergencies, how to plan for financial independence and the family's future. In these days of inflated prices, it's the best dollar's worth on the market.

OUT DAMNED SPOT

What is *spot* broadcasting? A two-hour ball game? A half-hour mystery drama? A five-minute weather report? A ten-word time signal? A participation on a homemaker's program? . . . It can be all of those things and many more, according to an excellent informative brochure released by the National Association of Radio Station Representatives, but the term is confusing to many people who think of "spot" as meaning small or short.



This pictures rate of growth only. The New England, Middle East and Central sections remain high in volume of income, and in per capita income.

The N.A.R.S.R. defines the term as: "Spot broadcasting is any use of the Nation's radio stations by a national advertiser on a selective market basis."

So far so good—but why not substitute "selective" for "spot?" A contest among readers conducted by *Sponsor* magazine for a better term than "spot" indicates strong acceptance and understanding of "selective."

Selective it is, so far as SM is concerned, from here on in.

In 1947 national advertisers invested more than \$95,000,000 in selective (formerly called "spot") broadcasting.

MORE HOME OWNERS TODAY

The continuing study of consumer finances made by the Federal Reserve Board shows that nearly half of the Nation's non-farm families own their own homes. The figure today is 49% as compared with 37% in 1900, 46% in 1930 and down to 41% in 1940.

On the average, those families who paid rent at the beginning of 1948 were spending about 12% of their annual income for this purpose. Earlier studies of the Bureau of Labor Statistics for 1941 and 1944 indicated similar expenditures for rent as 16% and 13% of income for those years.

The Federal Reserve calls attention to the fact that these surveys on rents contradict traditional thinking that the average family spends about one-fourth of its income for rent. It goes on to say "Such a relationship probably exists only when incomes are at an abnormally low level during a depression and when at the same time rent obligations remain a relatively inflexible item in the family budget."

The average home owner last year spent about 5% of his income for improving his property through repairs and additions.

SIGNIFICANT SHORTS

Inflation feared more than communism: The current "barometer" survey of Dr. Henry Link of the Psychological Corporation, asks people to list the three most dangerous threats within our own country to a prosperous America. High prices and inflation were mentioned by 49.5%, communism 44.1, strikes and other labor troubles 17.1, war talk and threat of war 10.6, race prejudice and intolerance 8.8.

Accuracy of aptitude testing: 798 persons were given the aptitude and temperament tests developed by the American Association of Advertising Agencies. After 6 months on the job, they were rated by their superiors and test predictions were checked against these ratings. Predictions closely paralleled actual job performance in 714 or 89%.

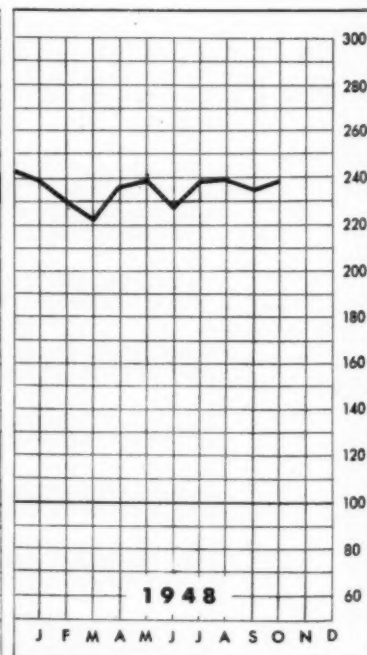
Lumber dealers in appliances: A poll of lumber and building supply dealers by *Building Supply News* shows that 26.8% now are selling major appliances for kitchens and home laundries.

Who's the boss? A *Wall Street Journal* round-up of sales trends in apparel stores shows that business is excellent in children's items, fair to good in women's wear, and lousy in men's wear. That seems to show the order of importance of the individuals in the average household.

PHILIP SALISBURY
Editor



With combined new orders remaining stable, and with business spending off somewhat from the preceding month, the final computation of the Business Trend for September was 235, or four points below the August figure.



According to preliminary estimates, the Business Trend will gain three points in October to reach 238. This increase reflects the current stability in new orders combined with an anticipated gain in the rate of business spending.

It's Product Training that Puts Ring of Conviction into Sales Talk

Based on an interview with
DAN C. MURPHY,
Development Engineer in Charge of Training Projects,
Permanente Products Co.

Permanente Products salesmen know what they are talking about when they drive home sales points. By hammering and sawing Kaiser's aluminum siding for buildings at actual home sites they learn product know-how and salesmanship.

Know-how that enables a salesman to answer every question raised by a prospective customer often means the difference between making and losing the sale. Imparting that know-how to a salesman is one of the central problems in sales training, particularly when a new product is added to the line. Permanente Products Co., Oakland, Calif., is enthusiastic about an experiment it is making in the application of the "learning by doing" method in communicating know-how plus enthusiasm to its sales personnel. Before sending them out to sell its new aluminum siding, it put them to work actually applying the material to a house.

Where to Train

Two of these training sessions to familiarize sales personnel with the new product were held, one in Newton, Iowa, and the other in Los Angeles, Calif. In each session the men spent five days of concentrated theory and practice on a real construction job, those present putting in periods of from five days to one day. Representatives from all of the company's building materials sales offices were in attendance and as a result will be able to instruct and to answer questions about the application of the new Kaiser aluminum product to jobs in their locale.

Application of the siding is easy and uncomplicated—one of its selling points—but it was decided that the best way to train the sales staff in the proper technique of handling would be to work for a day or more on a house under construction. General Sales Manager Bert Inch felt that if the salesmen could actually apply the siding to a house and learn how to saw it, plane it, work it around doors, windows, corners, etc.,

they would be much better salesmen than if they merely read about it or watched a demonstration.

Other methods of instruction were evaluated but none seemed to offer all of the advantages of actually working with the material to be sold. It was very quickly found that when a salesman is set to tackling the real problems confronting persons who will use the material, he learns more about his product than he ever could learn by means of pamphlets, lectures or even movies. In the present instance, it would be impossible to make a movie long enough to show the step-by-step construction of a house and thus face every mistake that is apt to occur.

Kaiser Aluminum siding was first introduced to the building materials market earlier this year but when an acute shortage struck the aluminum industry the company was unable to keep up with the heavy demands for aluminum building materials.

Unions Say "O.K."

In planning its "real life" instruction of salesmen on the new material the company made careful selection of the training sites. The two main points considered were: 1. convenience of the location to personnel attending; 2. suitability of particular house for affording trainees experience in all types of problems apt to arise in the application of the material.

A possible obstacle to such a program might be the refusal of local building trades unions to permit non-union persons to work on an actual job. In both Newton, Iowa, and Los Angeles the work sites chosen were housing projects; in the first, it was one of the homes built by the Emergency House Commission to house workers for the expanded Maytag

plant; in the second, a house of the Kaiser Community Homes Tract. Procedure, once the site was chosen, was to go to the officials of the local building trades union concerned with the housing development in question and ask permission to hold the salesman training course. Local Permanente representatives called on the union officials, introduced the siding as a new materials development for use in their field and explained the reasons for the projected training program. The union officials gave their immediate and wholehearted cooperation.

Who Attends?

The Newton training session had in attendance: all building products salesmen, sales engineers, sales managers, regional managers for the Eastern and Midwestern regions; and in addition these representatives from the national office: assistant general sales manager, general sales manager, manager of engineering and development, sheet products manager. Invitations also were extended to distributors of Kaiser siding who are not themselves applicators of the material.

Personnel in similar capacities in the Western region attended the session at Los Angeles, officials from the home office in Oakland again going along to themselves get the "feel" of the new product and the training experiment.

Just prior to the course, each representative due to participate was equipped with directions on applying the siding for advance study. They also learned facts about it, such as the following, which prospective customers would need to know:

The siding is made of a high-grade aluminum alloy and when painted, it cannot be distinguished in appearance from the finest wood clapboard—except for the noticeable lack of such flaws as knotholes, saw marks and visible nails.

Aluminum's advantages of being fireproof and weatherproof have been granted by the building industry but up until recently aluminum siding for homes has not recommended itself

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SIGNIFICANT SHORTS

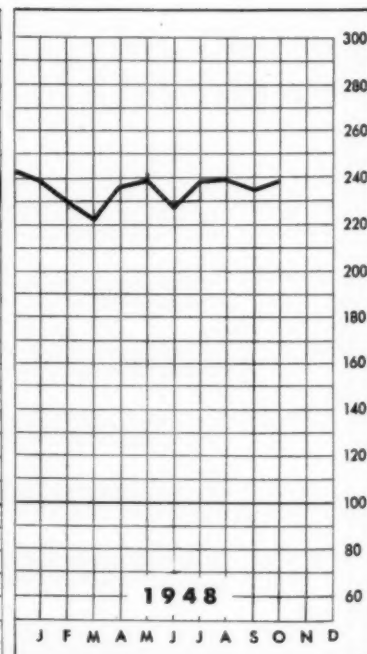
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Accuracy of aptitude testing: 798 persons were given the aptitude and temperament tests developed by the American Association of Advertising Agencies. After 6 months on the job, they were rated by their superiors and test predictions were checked against these ratings. Predictions closely paralleled actual job performance in 714 or 89%.

Lumber dealers in appliances: A poll of lumber and building supply dealers by *Building Supply News* shows that 26.8% now are selling major appliances for kitchens and home laundries.

Who's the boss? A *Wall Street Journal* round-up of sales trends in apparel stores shows that business is excellent in children's items, fair to good in women's wear, and lousy in men's wear. That seems to show the order of importance of the individuals in the average household.

PHILIP SALISBURY
Editor



With combined new orders remaining stable, and with business spending off somewhat from the preceding month, the final computation of the Business Trend for September was 235, or four points below the August figure.

According to preliminary estimates, the Business Trend will gain three points in October to reach 238. This increase reflects the current stability in new orders combined with an anticipated gain in the rate of business spending.

It's Product Training that Puts Ring of Conviction into Sales Talk

Based on an interview with
DAN C. MURPHY,
Development Engineer in Charge of Training Projects,
Permanente Products Co.

Permanente Products salesmen know what they are talking about when they drive home sales points. By hammering and sawing Kaiser's aluminum siding for buildings at actual home sites they learn product know-how and salesmanship.

Know-how that enables a salesman to answer every question raised by a prospective customer often means the difference between making and losing the sale. Imparting that know-how to a salesman is one of the central problems in sales training, particularly when a new product is added to the line. Permanente Products Co., Oakland, Calif., is enthusiastic about an experiment it is making in the application of the "learning by doing" method in communicating know-how plus enthusiasm to its sales personnel. Before sending them out to sell its new aluminum siding, it put them to work actually applying the material to a house.

Where to Train

Two of these training sessions to familiarize sales personnel with the new product were held, one in Newton, Iowa, and the other in Los Angeles, Calif. In each session the men spent five days of concentrated theory and practice on a real construction job, those present putting in periods of from five days to one day. Representatives from all of the company's building materials sales offices were in attendance and as a result will be able to instruct and to answer questions about the application of the new Kaiser aluminum product to jobs in their locale.

Application of the siding is easy and uncomplicated—one of its selling points—but it was decided that the best way to train the sales staff in the proper technique of handling would be to work for a day or more on a house under construction. General Sales Manager Bert Inch felt that if the salesmen could actually apply the siding to a house and learn how to saw it, plane it, work it around doors, windows, corners, etc.,

they would be much better salesmen than if they merely read about it or watched a demonstration.

Other methods of instruction were evaluated but none seemed to offer all of the advantages of actually working with the material to be sold. It was very quickly found that when a salesman is set to tackling the real problems confronting persons who will use the material, he learns more about his product than he ever could learn by means of pamphlets, lectures or even movies. In the present instance, it would be impossible to make a movie long enough to show the step-by-step construction of a house and thus face every mistake that is apt to occur.

Kaiser Aluminum siding was first introduced to the building materials market earlier this year but when an acute shortage struck the aluminum industry the company was unable to keep up with the heavy demands for aluminum building materials.

Unions Say "O.K."

In planning its "real life" instruction of salesmen on the new material the company made careful selection of the training sites. The two main points considered were: 1. convenience of the location to personnel attending; 2. suitability of particular house for affording trainees experience in all types of problems apt to arise in the application of the material.

A possible obstacle to such a program might be the refusal of local building trades unions to permit non-union persons to work on an actual job. In both Newton, Iowa, and Los Angeles the work sites chosen were housing projects; in the first, it was one of the homes built by the Emergency House Commission to house workers for the expanded Maytag

plant; in the second, a house of the Kaiser Community Homes Tract. Procedure, once the site was chosen, was to go to the officials of the local building trades union concerned with the housing development in question and ask permission to hold the salesman training course. Local Permanente representatives called on the union officials, introduced the siding as a new materials development for use in their field and explained the reasons for the projected training program. The union officials gave their immediate and wholehearted cooperation.

Who Attends?

The Newton training session had in attendance: all building products salesmen, sales engineers, sales managers, regional managers for the Eastern and Midwestern regions; and in addition these representatives from the national office: assistant general sales manager, general sales manager, manager of engineering and development, sheet products manager. Invitations also were extended to distributors of Kaiser siding who are not themselves applicators of the material.

Personnel in similar capacities in the Western region attended the session at Los Angeles, officials from the home office in Oakland again going along to themselves get the "feel" of the new product and the training experiment.

Just prior to the course, each representative due to participate was equipped with directions on applying the siding for advance study. They also learned facts about it, such as the following, which prospective customers would need to know:

The siding is made of a high-grade aluminum alloy and when painted, it cannot be distinguished in appearance from the finest wood clapboard—except for the noticeable lack of such flaws as knotholes, saw marks and visible nails.

Aluminum's advantages of being fireproof and weatherproof have been granted by the building industry but up until recently aluminum siding for homes has not recommended itself



"BUT WILL IT BUCKLE OR DENT?" Marvin Lee (left), Permanente's sheet products manager, and his sales force are ready with answers to prospects' queries. They're born of first-hand experience in working with aluminum siding at real homesites.



because of the ripples or waves often visible and the tendency of such siding to dent easily. A selling point of Kaiser aluminum siding is that these disadvantages are done away with through design. The siding is fabricated with a slightly concave face which gives the metal sufficient rigidity to overcome any tendency to ripple and enables it to withstand denting from the normal bombardment (stones from the road, children's baseballs) that a house may be subject to. The concave shape also results in a tensioned, weatherproof lock and provides $\frac{3}{4}$ " shadow lines, deeper than the most expensive clapboard.

Tests Come First

The manufacture of the new siding was undertaken, salesmen learned, after an extensive investigation of every known design of metal siding. Exclusive manufacturing rights to this concave, weatherproof locking strip were bought from a firm in Canada

after periodic inspections proved that the Canadian homes constructed with the siding during the heat of the summer had retained their weather tightness in sub-zero weather. Also, their painted aluminum surfaces remained free of blisters, scales or cracks.

What About Costs?

The men learned about cost: Kaiser aluminum siding costs approximately the same as top quality wood but the company claims many economies in construction. For instance: greater ease of handling and reduced freight charges due to the lighter weight of the material; no loss from scrap ends, knots or splits; elimination of the cost of a primer coat of paint (the aluminum siding is primed with a special zinc chromate primer in the factory); lower cost in the finishing coat of paint (non-porous aluminum requires 15 to 20% less paint than wood); and a 50% saving in nails and in the

labor of application at home sites.

One of the big selling points is the maintenance economies. The company sees no reason why their aluminum siding will not hold up indefinitely. The selling story is one to awake enthusiasm; "aluminum is fireproof, rustproof, weatherproof, termite, vermin and rat proof, and although it is a comparatively new metal, it has been used long enough to be time-tested.

Weathers Well

"There are aluminum roofs now standing in various parts of the country that are as good as new after 40 years of exposure to all extremes of weather. Since it does not warp, crack or absorb moisture, its coat of paint will remain in good condition a great deal longer than on wood—studies of the Canadian homes proved it—and need only be washed to remove dust and dirt."

The siding is packaged in standard lengths of 10, 12, 14 and 16 feet in

cardboard cartons, 200 base feet of siding to the carton. Unpacking and handling the material, the men learned for themselves the truth of another important selling point: only one-third the weight of wood, the siding is easy to handle. And it is easy to apply because the plain upper edge of each strip slips into the slotted lower edge of the strip above. Nailing down the lower edge through pre-punched nail slots produces a strong tension and a rigid, weatherproof joint with all nails completely hidden. And when the salesman tells a prospect that no special tools are required he will know what he is talking about for he himself found that the ordinary carpenter's tools work aluminum as easily as wood.

Learn By Doing

But the men also "learned by doing" just what mistakes can be made in the use of the material and how to correct and prevent them. Here is an excerpt from the general plan followed during the two sessions:

1. To install siding on two typical ends of a home (preferably with gable ends).

- (a) One end will be installed without following recommendations of instructions. This can be accomplished by letting men start on this end without pointing out negligence that will later result in trouble. In this way, wall buckles will result, poor weathering will occur, time and material will be wasted. This will be intentionally permitted to emphasize undesirable results that are not apparent at time of mistake.

- (b) One end will be installed by following recommendations to show that a faster, neater, weathertight, clean job can be done by observing good construction practices.

2. To provide an opportunity for all men associated with siding to install this material both the right and the wrong way.

3. To show methods of correcting damage that will always result from incorrect application of the siding.

4. To show use of hand tools and power tools.

A glance over the actual agenda followed will show how and when discussion supplemented actual work; how the men were assigned so as to give each an opportunity to become



"WILL IT HANDLE AS EASY AS WOOD?" The answer is "yes," and a Perma-nente salesman can make it emphatic when he says, "I've worked with it myself." He can point out that ordinary tools can be used by the workers on the job.

FIGURING AND FITTING: On-the-site training develops confidence in salesmen. There's no hesitancy to discuss the product and its uses. Product knowledge is gained through experience, not schoolroom rote. It's "learning by doing."



WORK CALL: It's a series of busy days for Permanente's salesmen when they trade office clothes for laborers' garb—but the payoff is better salesmanship and more pay.



familiar with a sufficient variety of possible problems; and how the mistakes made were constructively worked into the teaching.

The company officials as well as the men learned something from the experiment. For one thing, they found that thorough knowledge of a product builds the salesman's enthusiasm for it. After the sessions, a few of the trainees confessed that they had been slighting the new product, aluminum siding, in favor of other products with which they were more familiar.

Gain Confidence

Confidence was one of the most apparent gains of the men from the program. It is true of most products, but particularly so in the case of one new to the market, that questions arise through users' misinterpretation of directions and unfamiliarity with the handling of the product. A salesman should be able to clear up these difficulties if they occur in his territory but unless he can talk from real knowledge his "answers" may lack conviction, be evasive, or insufficiently helpful. After the Newton and Los Angeles sessions all the trainees felt confident that they "had the answers." None would be timid or diffident about putting forward the advantages of the product and answering possible objections because their own knowledge was learned, it had not been "given" and merely memorized, it was real, thorough, factual and, so—convincing. And convincingness is the first step to successful selling.

Every Kaiser aluminum siding sales office in the country now has representatives with this bedrock training in the new product and these men will not only be able to answer questions about applications of the material in their locale but to instruct new salesmen by taking them out on jobs under construction. Thus every salesman will have the opportunity to acquire "the know-how that enables him to answer every question raised by a prospective customer." As a result of the training sessions company executives are more convinced than ever that this know-how may mean the difference between making or losing the sale.

On-the-Job Training

1st Day Morning

Discussion of preparation for application.

Five P.P.C. men will start on front of home correctly.

- a. Locate studs.
- b. Mark building paper.
- c. Mark chalk lines from window head.
- d. Check by chalk lines and make gable end pattern (for future use).
- e. Apply window and door flashing (front and side).
- f. Apply corner flashing.

Afternoon

One man will cut siding.

One man will take window measurements.

One man will cut window siding pieces.

Two men will apply siding.

After windows are reached, four men will apply siding.

2nd Day Morning

—Same crew of men—Group I.*

One man will apply gable flashing.

One man will take gable end measurements.

One man will cut gable end siding.

Two men will apply gable end siding.

One man will plan materials.

(Above work done as per instructions)

Afternoon

New group of men will apply siding on other end of building without care in avoiding mistakes to be expected in work by inexperienced men.

Group I shall continue to apply correctly.

3rd Day Morning

Discussion of mistakes by lack of attention to minor details.

Group I shall be relieved.

Group II shall continue Group I work correctly.

Group III (New) shall continue Group II bad work to show additional trouble to be expected.

Old bad work shall be left to show all future men.

Afternoon

Group II shall continue good work.

Group III shall start good work under guidance of house.

4th Day Morning

Group III continue good work on rear of house.

Group IV shall start removing bad work with discussion of errors, where and how, and resulting damage.

Afternoon

Group III continues on good work.

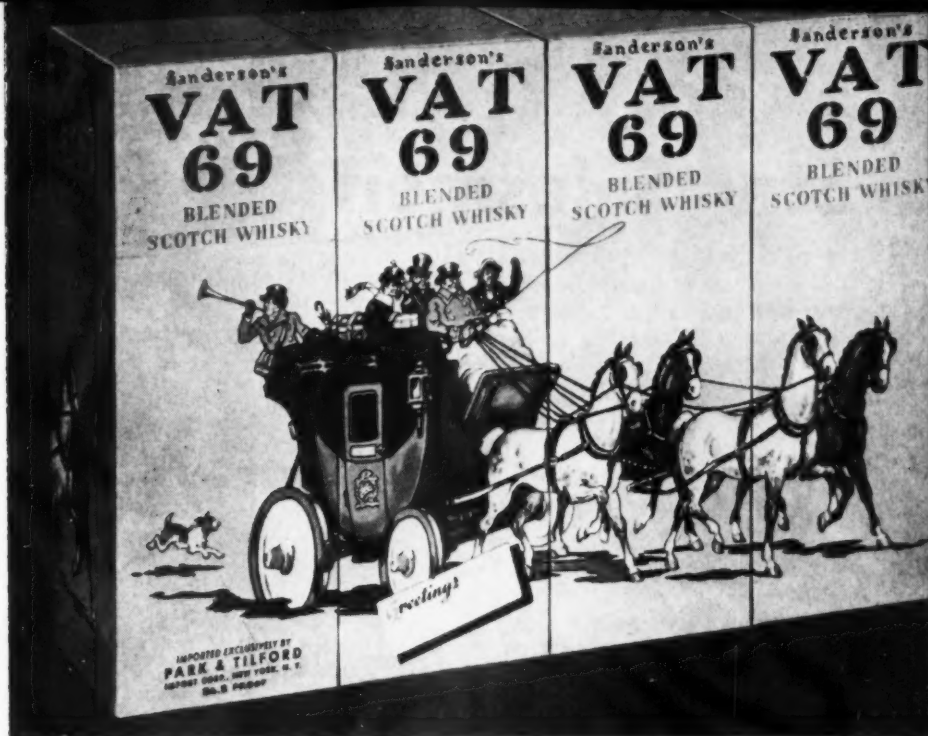
Group IV starts on good work where bad material was removed.

5th Day Morning

Groups III and IV shall continue and finish job.

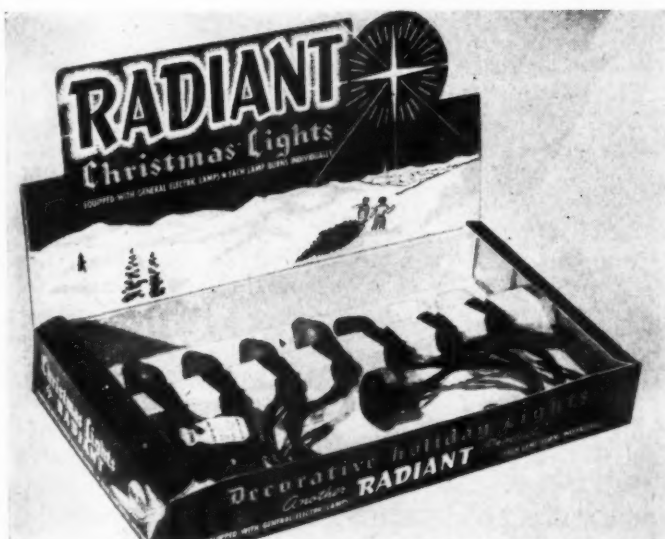
*All Groups shall consist of 4 to 5 men. These men can be alternated, changed, etc. as work progresses to give all opportunity to see problems.

Products Go Gift-Wise



YULETIDE CHEER—Park & Tilford carton portrays a coaching scene in vivid holiday colors. A unique feature is that when four cartons are placed together they reveal a single striking illustration effective for window display.

VARI-COLORED LIGHTS—Box carries a white snow scene in reverse printing. Interior is in light blue with snow crystal design making a timely setting for the Christmas tree bulbs being marketed by Radiant Manufacturing Co.



GIFT-MATES—Especially gift-boxed is the Lady Buxton set. The billfold, partition model, has an expanding coin purse and snap-tab closing. Key-tainer has four loops and license compartment.

HOLIDAY FRAGRANCE—Prince Matchabelli treats perfume favorites to new dress for the gift-giving season. Striking designs in festive colors on a simple background give cartons eye-appeal.



Twenty Traits That Make Star Salesmen

BY JACK LACY • *Lacy Sales Institute*

The man who consistently leads the sales force . . . who cops the biggest contest prizes . . . who has such an outstanding record on customers who repeat year after year—what's he like? What tested techniques does he use? What characteristics distinguish him?



EWING GALLOWAY

No two star salesmen are exactly alike. Each is a different combination of attributes, traits and emotions. Each is a distinct personality, but running through the fiber of all of them are present, in varying degrees, certain basic characteristics which form a framework on which the complete man is built. They are like the steel skeleton on which the skyscraper is erected.

These characteristics, therefore, constitute the foundation on which a star salesman is built. Among them are:

1. He is ambitious.

He has an unconquerable determination to succeed. From that ambition there stems courage, initiative, aggressiveness, hard work and those other qualities which drive him on and on, over countless obstacles, any one of which would sink a less ambitious man.

2. He plans every presentation before he makes it.

He surveys the needs, problems, aims and ambitions of his prospects and customers, he reviews the appeals of his proposition and matches each with the other so that when he arrives on the ground he is prepared to make a specific application of his proposition to the needs of his prospect.

3. He organizes his interviews before he calls.

He sets up a plan of procedure to guide the interview and keep it under his control so that he can proceed swiftly and surely toward successful completion of his sale.

4. He puts service to customer above profit to self.

Uppermost in his mind throughout all his presentations is service to his

customer or prospect. He never tries to sell anybody anything he does not need. From this integrity there stems that supreme self-respect and confidence-winning assurance which make his recommendations virtually irresistible.

5. He understands his proposition thoroughly.

He knows every end-result his proposition will produce, knows how it is produced and why it is best, from the prospects standpoint, to do it his way.

6. He understands the aims and ambitions of his prospects.

He thinks through to the ultimate objective of every prospect and he determines how his proposition can help the prospect accomplish that objective. Consequently he is always on familiar ground throughout all of his presentations.

7. He knows how to get in.

He wins the cooperation of receptionists, secretaries and others. He gets radiation from his prospects, customers and others. He has the necessary ingenuity to get a chance to tell his story.

8. His approaches intrigue.

He gets his interviews off to a good start by securing immediate and respectful attention with his opening remarks.

9. His demonstrations sink in and sell.

He knows that appeals which are properly worded carry multiplied selling power as compared with those casually worded, so he studies his words and phrases. He uses charts, graphs, sketches, human interest stories, testimonials and anything else that will dramatize and make his appeals sink in deeper and sell faster.

10. He goes in to win.

He asks for the order frequently and with expectancy. He makes it easier for the prospect to buy than turn him down. He breaks down the cost and builds up the return. He uses inspiration, motivation, scientific closes of all kinds and all other methods of ethical persuasion which help to make closes "click."

11. He avoids arguments.

He knows that if you lose the argument you lose the sale and if you win the argument you lose the customer, so he practices the fine art of changing people's minds without rubbing them in the wrong direction, by getting them into a tolerant frame of mind before he tries to change their thinking.

12. He makes every hour and every effort produce maximum results.

He organizes his time, his effort and his thinking. He knows that a salesman who works on an organized basis can make two, three and even four sales in the same length of time it takes an unorganized salesman to make one.

13. He smokes out the prospect's idea and expands it.

He quickly detects the appeal that registers strongest with the prospect and he organizes his presentation around that "hot button." He knows it is easier to let the prospect buy what he wants than to try to sell him the same thing by some other name, so without any misrepresentation he

sells his proposition to the prospect by whatever name the prospect wants to call it. He makes his imagination flexible rather than ask the prospect to make his mind flexible.

14. He can sell under pressure.

In critical situations he can keep himself alert and free from nervous tension. He can think on his feet. When the chips are down and the stakes are high he can think, act and talk calmly. He can negotiate big and important sales without getting the jitters or suffering mental blackouts. When the pressure is the greatest he does his best selling. He is a money player.

15. He makes it easy for the prospect to absorb his ideas.

His enunciation is clear and distinct. He uses words of general usage. His thoughts are easy to grasp. Prospects can absorb his ideas with little or no effort.

16. He works on his voice.

He realizes that one of his greatest selling assets is his voice. He knows if it is pleasing and fascinating people like to listen; if it is mellow and resonant it inspires confidence; if it is vibrant and authoritative people accept and act on his recommendations more readily; he knows also if it is weak and thin it sounds like an apology and doesn't sell; if it is harsh and tense it irritates and annoys and kills sales. Therefore he continually tries to get more appeal and power into his voice.

17. He strives to improve his personality.

He realizes that people do business with him for two basic reasons: (1) They like him; (2) they think he can give them more for their money than anybody else. He knows what they believe he can do for them is influenced by what they think of him personally. He knows that if the prospect dislikes him he automatically dislikes his product, but if the prospect likes him well enough he will look for ways to do business with him. Therefore he constantly strives to improve his personality.

18. He sets his sights high.

He realizes that big sales are made only to big prospects so he barges in to see the biggest prospects in his territory. He soon learns that the same appeals which make little sales also make the big ones. He learns also that all of us are made of the same clay and the big man is usually

hard to see but easy to sell, after he has fought his way into the presence. Thereafter he sets his sights high. He goes after the big game.

19. He never quits.

He can face crushing odds and fight through until he wins. No matter how hopeless the outlook he comes up swinging. No matter how impossible the situation may seem he takes a crack at it. Consequently he makes "miracle" sales with amazing frequency.

20. He knows how to lose.

If, after fighting to the last ditch, he loses the sale he does not show any chagrin or rancor. He expresses regret that he lost, wishes the prospect the best of luck with his purchase and leaves him in the frame of mind that permits coming back to compete for the next order or contract.

By and large virtually all star salesmen possess most, if not all, of these 20 characteristics in greater or less degree. Therefore, they are basic. They comprise the foundation.

One of the best things about them is that any man can develop any or all of them if he wishes to do so. The first step is taken toward their development when a man starts to think about them and to apply them in his daily work. With each passing day he will develop greater power with them.

This development is a never-ending process. It can be continued as long as a man lives. He can become a better salesman every day of his life.

Because a man is a salesman, he can never be stopped in his upward climb unless he permits himself to be. Each morning throughout the balance of his life he can look in the mirror and say to himself: "This will be the best day of my life until tomorrow." He has it within his power to be a star salesman. That is the way it will be, if he wants it that way.

This article, prepared at the suggestion of the editors of SALES MANAGEMENT, is based in part on a questionnaire designed by Mr. Lacy, which he calls a "Personality Probe." It lists sixty-six characteristics of star salesmen. It was designed to enable its sponsor to build up a body of research information on which, among all of these traits, are considered by salesmen in various fields, to be the most important. If you want a free copy of it, address Jack Lacy at Lacy Sales Institute, Chamber of Commerce Bldg., Boston, Mass.

Reprints of the article on these pages will be available on or about November 10th through Sales Management's Readers' Service Bureau, at a cost of 5c each, 4c each in quantities of 100 or more, no further quantity discounts. Please send remittances with orders.—The Editors.

Shall We Display and Advertise Price? Public Says Emphatic "Yes!"

In this third exclusive Sales Management survey on consumer attitudes towards statement of price on displayed merchandise and in advertising, it becomes more evident than ever that many an impulse sale depends upon immediate knowledge of the price by the prospective buyer.

If your dealers are displaying your goods inside the store or in their store windows without clearly showing the price of each item, you're losing sales every day. And if you fail to give prices in your advertising, it's costing you money.

That there is nothing at all to be gained by withholding the price and waiting for the interested customer to ask for it, is clearly demonstrated in the findings of SALES MANAGEMENT's third survey on "Shall we display and advertise price?"

Price Knowledge Important

People, both men and women, predominantly prefer to know the price the instant they are exposed to merchandise. That much was established when SALES MANAGEMENT's researchers first dug into the question in 1941. A repeat of that survey in 1946, undoubtedly influenced by consumers' dammed-up needs for war-scarce products, showed a slight lessening of interest in price, but the third survey, just completed, again substantiates previous testimony that the posting of prices has a substantial effect on impulse sales.

The new study, made by National Analysts, Inc., in July of this year, was based on 1,008 interviews in 10 cities, balanced as to sex, standard of living and age. For details of the survey technique see page 48.

The meat of our findings:

85% of the respondents prefer store window displays that show price tags for each item.

87% prefer price tags on counter display merchandise.

85% want prices clearly stated in newspaper, magazine and outdoor advertising.

49% want prices stated in radio advertising.

Four out of 10 are more impressed by "odd" (\$4.98) prices than by even (\$5.00) prices.

43% believe they are frequently lured into impulse purchases when they see an article which clearly shows its price. Another 37% sometimes make such impulse purchases for the same reason.

Display-pricing is more important to women than to men.

62.5% seldom or never bother to go into a store to ask the price of window-displayed merchandise when the price isn't shown, even though they're interested in the goods. 39.9% will seldom or never ask the price when the goods are displayed on shelves or in cases in the store without a price tag.

Half the people hesitate to ask the price of displayed merchandise because they feel the price might be more than they want to pay.

46.4% say lack of price in advertising has caused them not to purchase an item. But when asked about specific instances where they have not purchased for this reason, 77.2% say they later discovered they would have bought had they known the price at the time the advertisement was heard or read.

So much for the high spots. The details of the findings are shown in the table accompanying this analysis, with comparison figures for 1941 and 1946.

Impulse Sales Affected

Surely this sampling of consumer opinion indicates the wisdom of telling people what things cost, no matter where they are exposed to the merchandise itself, or to a selling message. The high percentage of people who won't bother to ask the price, even when they want and need

the wares, shows how important price tags can be in the making of impulse sales.

It seems logical to suppose that this reasoning can be applied to almost all types of consumer merchandise designed for the mass market. It probably does not apply to many types of service. And it wouldn't cut much ice with the carriage trade if you're selling yachts or chinchilla coats or square-cut emeralds. The Stuyvesants presumably don't care too much. But the Sweeneys do.

The findings on the 12 questions making up the study are, for the most part, self-explanatory. However, for the purpose of accentuating the more important trends, let's take a brief look at each individual tabulation.

Q.1 When consulting advertising or observing displayed merchandise, would you take more notice of articles with odd prices, such as 23c or \$4.79, or of articles with even prices, such as 25c or \$5.00?

In the current figures, note the unanimity of opinion between men and women. Four out of 10 like 'em odd.

Q.2 Which do you prefer—store window displays that show price tags for each item or store window displays where no prices are shown?

The preference for price-tagged merchandise is stronger today than ever. Men and women agree.

Q.3 Which do you prefer—counter and display merchandise that shows price tags or counter and display merchandise that does not show price tags?

Again, the preference for price-tagged merchandise is stronger than ever. Again, men and women substantially agree.

Q.4 Does the combination of the article and the price tag ever cause you to make unplanned purchases?

Here's where the importance of a clear-statement-of-price policy to impulse purchases shows up. Almost four out of 10 say they've been moved to part with their money for a specific item because the sight of the merchandise plus immediate knowledge of the price enabled them to make an immediate buying decision without taking any further preliminary

Price Reactions — 1948 vs. 1946 and 1941

ANSWERS	1948 SURVEY (Based on 1,008 inter- views, 498 men and 510 women.)			1946 SURVEY (Based on 637 interviews, 223 men and 414 women.)			1941 SURVEY (Based on 1,000 inter- views, 532 men and 468 women.)		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
	%	%	%	%	%	%	%	%	%

1. When consulting advertising or observing displayed merchandise, would you take more notice of articles with odd prices, such as 23c or \$4.79, or of articles with even prices, such as 25c or \$5.00?

Impressed more by odd prices.....	40.4	40*	40.2	34	49	44	40	54.3	46.7
Impressed more by even prices.....	31.3	30.2	30.7	31	25	27	27.3	17.1	22.5
No difference.....	28.3	29.8	29.1	35	26	29	32.7	28.6	30.8

2. Which do you prefer—store window displays that show price tags for each item or store window displays where no prices are shown?

Prefer displays with price tags.....	84.2	85.1	84.6	62	70	67	70.6	81.0	75.5
Prefer displays without price tags.....	9.6	8.8	9.2	19	19	19	13	11.3	12.2
No difference.....	6.2	6.1	6.2	19	11	14	16.4	7.7	12.3

3. Which do you prefer—counter and display merchandise that shows price tags or counter and display merchandise that does not show price tags?

Prefer displays with price tags.....	84.5	88.2	86.4	67	82	77	74.6	84.8	79.4
Prefer displays without price tags.....	5.4	6.3	5.9	12	9	10	9.6	6.2	8.0
No difference.....	10.1	5.5	7.7	21	9	13	15.8	9	12.6

4. Does the combination of the article and the price tag ever cause you to make unplanned purchases?

Frequently.....	38.8	47	42.9	24	39	33	37.8	55.3	46
Seldom.....	38.8	35.7	37.2	44	42	43	35.3	29.3	32.5
Never.....	22.4	17.3	19.9	32	19	24	26.9	15.4	21.5

5. When you see an unpriced article in a store window which interests you, do you go inside and ask the price?

Frequently.....	30.9	43.9	37.5	32	45	40	35	50.8	42.4
Seldom.....	47	41.2	44	45	49	48	39.6	37.0	38.4
Never.....	22.1	14.9	18.5	23	6	12	25.4	12.2	19.2

6. When you see an unpriced article on a shelf or in a display case which interests you, do you ask the price?

Frequently.....	56.2	63.9	60.1	46	65	58	45.7	62.6	53.6
Seldom.....	34.2	30	32.1	42	31	35	40.2	29.7	35.3
Never.....	9.6	6.1	7.8	12	4	7	14.1	7.7	11.1

7. (If "frequently" or "seldom" to either Q 5 or Q 6): On the occasions when you have asked for prices of displayed merchandise, have you found the articles to be higher priced than you expected, lower priced than you expected, or about what you estimated the cost to be?

Higher priced.....	45.1	48.6	46.9	41	40	40	40	43.9	41.9
Lower priced.....	.9	1	1	1	1	1	10.9	9.6	10.3
About as estimated.....	23.7	25.4	24.6	29	31	30	44.8	42.5	43.7
Varies.....	23.7	20.6	22.1	29	28	28	4.3	4	4.1
Don't know.....	6.6	4.4	5.5

8. Do you ever refrain from asking prices of displayed merchandise because you feel the price might be more than you want to pay?

Frequently.....	29.6	32.8	31.2	17	20	19	35.7	38.1	36.8
Seldom.....	20.2	22.9	21.6	7	36	33	26.1	31.6	28.7
Never.....	50.2	44.3	47.2	56	44	48	38.2	30.3	34.5

(Continued on Page 46)

inary action (that is, seeking out a salesperson to ask the price).

Note that woman, the family purchasing agent more than man, makes more unplanned purchases frequently because she sees priced merchandise.

Q.5 When you see an unpriced article in a store window which interests you, do you go inside and ask the price?

Here we see inertia at work. 62.5% of all people admit that they seldom or never will take the trouble to go after the information they'd really like to have. Women ask more frequently than men. Here's where many a potential sale goes by the boards.

Q.6 When you see an unpriced article on a shelf or in a display case which interests you, do you ask the price?

It's obviously easier to ask when you're already in the store . . . and more people do. But 36.1% seldom or never do.

Q.7 (If "frequently" or "seldom" to either Q.5 or Q.6) On the occasions when you have asked for prices of displayed merchandise, have you found the articles to be higher-priced than you expected, lower-priced than you expected, or about what you estimated the cost to be?

Times have changed. Today, with prices of almost everything at an all-time high, almost everything costs as much, or more, than the shopper might estimate. The point to be made, however, is that, whatever the case may be about the price, apparently nothing is gained by withholding it, while many an additional purchase might be stimulated if the price were clearly stated.

Q.8 Do you ever refrain from asking prices of displayed merchandise because you feel the price might be more than you want to pay?

These figures shown in the survey mean that half of the prospective customers are placed in an uncomfortable psychological position by the lack of

price tags. They apparently feel that the act of asking the price implies an intention to purchase, which may or may not actually exist, and that then they will be in the unpleasant position of having to make excuses for not purchasing. In order to sell these people, it is necessary to state the price clearly, so that they can avoid having to ask for it. Since the great majority of people prefer price tags, this should not in any way affect the 50% who evidently did not mind asking the price.

Q.9 Do you or do you not prefer to have prices stated in newspaper, magazine, and outdoor advertising?

In every survey, it's eight and one-half to nine out of 10 who want prices. Again, statement of price is more important to women than to men.

Q.10 Do you or do you not prefer to have prices stated in radio advertising?

Price Reactions — 1948 vs. 1946 and 1941

(Continued from Page 45)

ANSWERS	1948 SURVEY (Based on 1,008 interviews, 498 men and 510 women.)			1946 SURVEY (Based on 637 interviews, 223 men and 414 women.)			1941 SURVEY (Based on 1,000 interviews, 532 men and 468 women.)		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
	%	%	%	%	%	%	%	%	%

9. Do you or do you not prefer to have prices stated in newspaper, magazine and outdoor advertising?

Yes.....	81.1	89.2	85.2	80	90	87	86.5	94	90
No.....	9.9	6.3	8.0	20	10	13	13.5	6	10
Don't know.....	9	4.5	6.8

10. Do you or do you not prefer to have prices stated in radio advertising?

Yes.....	52.8	46.1	49.4	39	53	48	58.8	70.9	64.5
No.....	31.9	35.3	33.6	61	47	52	41.2	29.1	35.5
Don't know.....	15.3	18.6	17.0

11. (If "yes" to either Q. 9 or Q. 10): Has the fact that prices have not been shown or stated in such advertising happened to cause you not to purchase an item?

Yes.....	51.5	41.6	46.4	44	50	48	63.6	74.8	69
No.....	39.6	46	42.9	56	50	52	36.4	25.2	31
Don't know.....	8.9	12.4	10.7

12. (If "yes" to Q. 11): In such cases have you ever discovered later that you would have purchased the article if you had known the price at the time you read or heard the advertisement?

Yes.....	78.6	75.5	77.2	50	63	59	90.1	84.7	87.3
No.....	11.2	12	11.5	50	37	41	9.9	15.3	12.7
Don't know.....	10.2	12.5	11.3



Students of SALES Get High Marks in the QUAD-CITIES



Quad-Cities is the largest market in Illinois and Iowa outside of Chicago . . . over 200,000 product-hungry population spending more than \$210 million annually in retail sales.

Nearly 60% of Quad-Cities' population live on the Illinois side, where the Argus-Dispatch newspapers are read 8 to 1 over any other daily paper. Over 55% of Quad-Cities' food sales and more than half of the total retail sales originate in the Argus-Dispatch newspaper area. That is why students of SALES give top consideration to the Argus-Dispatch newspapers for moving their products in the Quad-Cities.

National Representatives — The Allen Klapp Company
New York Chicago Detroit



MOLINE DISPATCH and ROCK ISLAND ARGUS

Apparently recognizing the different conditions that govern radio advertising, only half the number of interviewees asked for prices via radio commercials.

Q.11 (If "yes" to either Q.9 or Q.10) Has the fact that prices have not been shown or stated in such advertising happened to cause you not to purchase an item?

Nearly half of all the respondents give immediate lack of price knowledge as the reason why they didn't respond to the advertising with a purchase. In this case, more sales are lost to men than to women.

Q.12 (If "yes" to Q.11) In such cases have you ever discovered later that you would have purchased the article if you had known the price at the time you read or heard the advertisement?

A sale might have been made . . . but the occasion is past. Nearly eight out of 10 "would have purchased" at the time if they'd known the price.

And so all of the evidence points in the same direction: the need for pricing of merchandise in advertising, and pricing merchandise on display. There's everything to gain by it.

Technique of the Survey

This survey was made during July, 1948, by National Analysts, Inc., exclusively for Sales Management. Interviewing was done on the street with male and female passers-by in the following cities:

Atlanta	100	Minneapolis	100
Boston	101	Philadelphia	103
Chicago	101	St. Louis	100
Cleveland	100	San Francisco	100
Dallas	102	Washington, D. C.	101

Selection of respondents was controlled by sex, age and standard of living, according to the following table, which shows per cent distribution as well as the distribution of returns received:

Sex	
Male	49.4%
Female	50.6
Standard of Living	
A	10.2%
B	30.1
C	40.4
D	19.3
Estimated Age	
18-24	18.1%
25-44	44.1
45 & over	37.8

Returns were edited and machine tabulated by National Analysts, Inc.

EUCLID
moves the earth" faster
via
CAPITAL AIRFREIGHT

The Euclid Road Machinery Company, of Cleveland, rushes heavy machine parts overnight to their 90 distributors via Capital Airfreight.

Thus, the famous Euclid diesel powered hauling equipment is kept "moving the earth" at peak efficiency—and costly "down-time" due to parts replacement is cut to a bare minimum on important road building and mining projects.

Overnight Delivery via Capital Airfreight can help your business, too—serve distant clients faster, open more

new markets quicker, get goods in and out sooner! Investigate! Call your Capital Representative or write;

Capital
AIRLINES

National Airport, Washington 1, D. C.

SERVING 70 IMPORTANT CENTERS OF COMMERCE, INDUSTRY, AND RECREATION



Southern Youngfolks Win New York Trip

HERE are two typical 17-year-old farm youngsters from the South enjoying a visit to New York which they won in a contest conducted by *The Progressive Farmer*, the South's No. 1 Magazine.

Selected from thousands of entries, both Opal Faulkner of Pine Park, Ga., and Glen McDoniel of Tuckerman, Ark., are prominently active in many kinds of club work in their communities and states and qualify as real leaders among youngfolks of the South.

The South has more 4-H Club members, more Future Farmers of America and more Future Homemakers of America than all

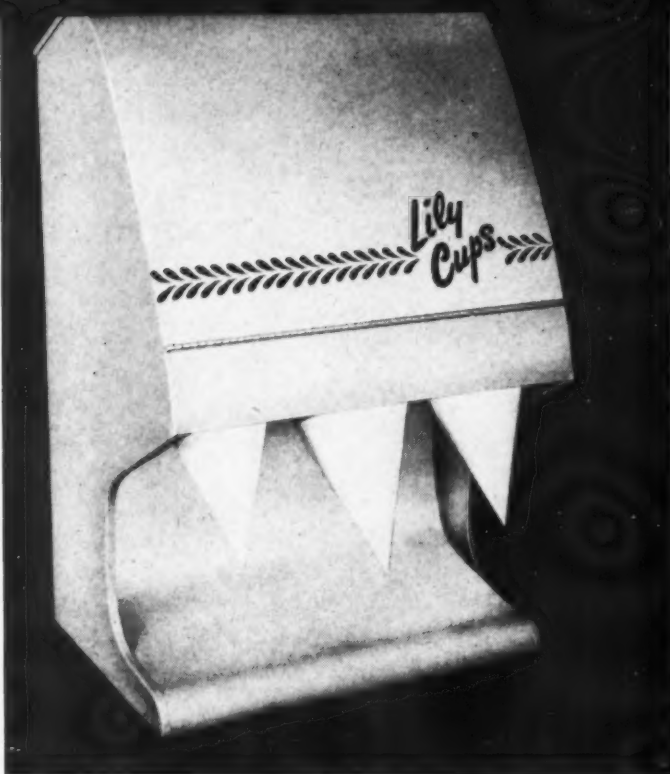
the remaining 34 states combined. These young leaders of today will be your best Southern customers of tomorrow.

The *Progressive Farmer*, with an eye to the future, has five editors assigned to youngfolks activities and devotes more space to articles and services of particular interest to youngfolks than any other farm magazine in the U. S.

Your advertising gets attention and action in *The Progressive Farmer*, read cover to cover, month after month, by alert, responsive Southern youngfolks and their parents.



Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles



UNIT SPEEDS UP service at the fountain. It also reduces cup spoilage. Designers also developed the "Magic Grip" pickup for cup holders (below). It grips paper cups firmly.



Dispenser Stars in Paper Cup Promotion

A prominent sales executive recently remarked, "Product design, governed by research, provides the springboard for sales."

The success of the paper cup dispenser introduced by Lily-Tulip Cup Corp. appears to bear out this theory. For instance, soon after its appearance on the market a large Dayton, Ohio, drug chain contracted to purchase dispensing equipment for each of its 38 stores. One Lily-Tulip salesman was able to sell 400 — from a photograph alone.

Aim of Campaign

When the company embarked on its new dispenser project it had a specific objective in mind. That was to make the public conscious of Lily-Tulip paper cup service—to have the public associate paper cup service at fountains with Lily-Tulip.

To achieve this objective it was obvious that the dispensing device would have to offer outstanding advantages for the fountain operator in order to get him to install it. To this end the company consulted and retained Gerald C. Johnson Associates, New York City, design engineers, to develop the new equipment.

In order to determine the direction the design of this equipment should take to meet fountain and consumer

needs, an extensive study of the retail soft drink market was made. Store owners and fountain personnel were interviewed. Observations were made of how personnel handled cups and dispensed drinks.

As a result of this study and conferences with Lily-Tulip Cup executives and salesmen it was deemed important to design the cup holder, cup pickup device and cabinet concurrently. It also was determined that the new equipment must be compact, completely protect the cups from dust and eliminate the necessity of the cups being handled by human hands.

The finished unit met these specifications. First, the simple, modern cabinet accommodates three sizes of Lily Vee cups—850 cups in all. It holds cups firmly during pick-up operation and is so compact that it provides a complete serving station in only 14 inches of space.

Along with the cabinet, the designers developed the "Magic Grip" pickup, a device which when placed in the stainless steel cup holder grips the paper cup and permits it to be drawn smoothly out of the dispenser. The new pickup, which is a "toothed" synthetic rubber ring, also holds the cup firmly in the cupholder while it is being used.

Before tools were ordered for

quantity production, working models of the dispensing equipment were tested in large chain drug stores in New York City and Chicago. Results assured executives of Lily-Tulip Cup Corp. that sales would justify the expense of tooling.

As production progressed the promotional program broke and the new equipment was advertised in such publications as *Drug Topics*, *Fountain Service*, and *Chain Store Age*. Colorful direct mail pieces supplemented space advertising.

The unit is sold to retail outlets through the company's wholesalers at a nominal markup sufficient to cover handling and sales expenses.

New Approach

Company spokesmen report that development of the new equipment has a stimulating effect on the morale of the company's salesmen and wholesalers and makes it possible for them to open new doors and new accounts. It gives them something new to talk about with their old customers.

For the fountain operator it means less spoilage of paper cups. It also permits him to provide his customers with quicker, more sanitary service. In addition, because of its compactness, it gives him a space-saving serving station.



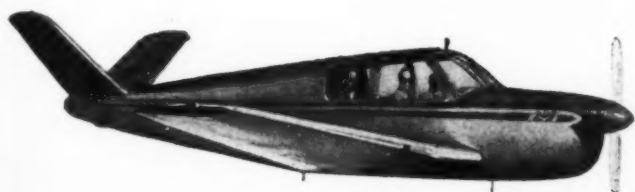
Rothschild got there first

Major Percy raced to England with Wellington's report of the victory at Waterloo. But the King had already received the news from Nathan Rothschild, whose private courier had brought the word the day before. This advance information paid the House of Rothschild handsome dividends on the London Exchange—which was one of the reasons why the Rothschilds maintained the fastest courier service of that day. Today's business finds it

equally profitable to "get there first."

The revolutionary four-place Bonanza reduces travel time by two-thirds, increases the time you devote to business itself. Company ownership gives you any-time mobility, so you make the field trips you would otherwise only think about—without sacrificing home office work. It is comfortable, fatigue-free travel, and the Bonanza's operating costs are measured in pennies per mile.

• A note on your company letterhead brings an informative 60-page brochure on "The Air Fleet of American Business." Address your request today to Beech Aircraft Corporation, Wichita, Kansas.



Top speed, 184 mph
Cruising speed, 170 mph
Range, 750 miles

BEECHCRAFT
BONANZA
MODEL A35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

NOVEMBER 1, 1948



SUSIE IS IMPULSIVE: She buys many an item not on her shopping list. What she picks up on the spur of the moment depends upon what makes a dent in her consciousness at the point of sale.

Eight Vital Factors in Effective Point-of-Sale Promotion

The retail store is truly the "neck of the sales bottle." If brand sponsors were to succeed in increasing point-of-sale efficiency even by a small margin, they could and would pull vastly increased dividends from national advertising. There's a lot of "the how of it" in this article.

By **FRANK L. McKIBBIN** • Account Executive,
Honig-Cooper Co.

You have only one customer!

She buys at one location, for cash usually, for one purpose only—consumption. That is the only true sale you will ever make—a sale for consumption. Though you trade with jobbers and retailers, they are nothing more than consignees for consumers.

Though you sell by the carlot your product is still purchased one package at a time, in one store at a time, by one consumer at a time. Consumer sales should be your first concern. In the wake of rising consumer sales all other sales take care of themselves.

Consumer sales can be generated. Bring the product to the store. Bring

the consumer to the store. When the two meet you have your greatest opportunity to generate a sale.

Yet, it is at this Point of Purchase, where buying decisions are made, that manufacturers' selling is the weakest. Intensive and successful efforts are made to get products into every store. Extensive advertising and promotion familiarize consumers with your product.

But once the product is on the shelf the salesman walks proudly off having done his job. The package sits disconsolately in its bright dress among thousands of other equally pretty packages waiting for some rapidly running housewife to whisk it

off. The difference between a wall flower and the queen of the sales dance depends on the final impression at the Point of Decision.

The effectiveness of Point-of-Purchase Merchandising is indicated by such experiments as Kroger's St. Matthews, Kentucky store. A device was installed in the store to broadcast music and spot announcements advertising products in the store.

Twenty-six nationally advertised products were "plugged" on the device for a test. Sales on three increased 550% over the previous month; one jumped 334%; four up 100%; two 50 to 60%; three 30 to 50%; three 30 to 40%; six 6.7 to 26%; one no change; three, which had been vigorously promoted the previous month, showed a decrease.

Consumers want more information at the point of sale. This fact was brought out clearly in a study "Consumer Attitudes Toward Distribution." Before a woman stretches out her hand to take a product off the shelf she has asked herself several questions: (1) Can I afford it? (2) Do I need it? (3) Should I get it now? (4) Is it good quality? (5) Can I get it for less later? (6) How much do I need?, etc.

These are the mental processes at

the Point of Purchase that determine your sales. The more you can overcome doubts at this point of decision the more sales you will make.

When Lever Bros. set an over-all advertising-promotion budget of \$15,-000,000 it ear-marked 20% for Point of Purchase media which have become an important segment of their promotional program.

Point-of-Purchase Merchandising has stepped into a role of major importance in all food store selling because of the influence of modern self-service retailing methods, for self-service means self-selling to the consumer.

The modern super market operator has made it increasingly difficult for manufacturers to carry out their old conception of Point-of-Purchase Merchandising; that is, putting up display material.

But display material is not the whole of Point of Purchase Merchandising. Intelligent grocers today welcome intelligent Point-of-Purchase selling aid that ties in with their way of doing business.

Here are 8 principles of Point-of-Purchase Merchandising. They are basic to any sound selling program:

PACKAGES AND LABELS

Your package is a perpetual salesman at the Point of Purchase. That's why it should always be well dressed and informative.

Good package creation depends more on the counsel of a sales engineer than on the advice and thinking of an artist. A good package is measured by its selling impact—not by artistic beauty.

A large packer of an extensive line of dried products told me of a recent experience which made him dubious of surveys. To me it typifies the importance of sales engineering in packaging.

His dried beans and rice were packed in cellophane bags. Sales had been dropping. Someone was able to convince him a paperboard container would do a better selling job for him than cellophane bags. The box was designed and a test made by interviews to pre-determine the relative selling merits of the two types of packaging. The survey was conducted by showing housewives the two packages, then asking which they would prefer to buy. Final tally showed: 2% bought beans in bulk; 18% preferred cellophane; 80% chose the new design.

Since 2% of dried beans are sold in bulk, the manufacturer decided the rest of the survey figures must be correct. The design was accordingly approved and \$25,000 invested in packing machinery and new cartons. Soon the cartons appeared on grocers' shelves alongside the cellophane bags which were to be sold out.

But the new containers, side by side with the old, did not move. Obvious public antipathy to the new carton was painfully evident in a short time. Cellophane packs were quickly sold out in every store, while new cartons gathered dust.

You will find many loose ends in the story. Was the new carton a good design? I don't know. I have never seen it. Was it advertised to the public or was it permitted to sit lonesomely as a strange newcomer in

the store? Was the survey properly made? Probably not. But I am not interested in proving that one type of packaging is superior to another. Many factors are involved in the incident. Yet one point is evident beyond question. The final decision as to whether the package was good or bad had to be made at the point of sale. That is the only place where package design can be tested. Success in the market place is proof of good package design even if it violates every known principle of artistic design.

No artist who is not also a sales engineer can create consistently good package designs that sell products at the Point of Purchase. He is much too likely to consider design paramount to information, to make a Procrustean bed of layout into which he forces your selling copy or information regardless of the resultant emasculation.

By the same token, to the manufacturer or packer of a product the package has long since lost all newness. If it has been before the public for a number of years, the manufacturer single-mindedly assumes "Everybody's familiar with it." Not so. Each year there is a passing sales parade of millions of youngsters who reach the age at which they can be considered buying consumers—cash spenders for all products. To them your product and package are new because they, the buyers, are new to the buying world.

Therefore, Rule No. 1 in Point-of-Purchase Merchandising is: easy, sure package identification combined with a design that packs selling impact. This calls for distinctive, in-

ALL THAT'S MODERN: This new label for Colonial Stores of Norfolk, Virginia, designed by Jim Nash, rests on sound sales engineering principles. Full color reproduction of contents is effective from three standpoints: ready identification of product, attention value, and implication of quality. If you can make folks think "it looks good" when they see the package of a food product, that product is half sold. An attractive, well designed label can do the selling job.





TOMATOES

Packed from carefully selected ripe tomatoes of a uniform red color, and are mostly whole.

OLD FASHIONED STEWED TOMATOES

2 slices bread	1 tbsp. sugar
1 No. 2 can tomatoes	Salt
2 tbsp. butter	Pepper

Cut bread into cubes, combine all ingredients and simmer gently until thoroughly heated. Avoid long cooking. Six servings.

TOMATOES WITH VEGETABLES: Add a cup of leftover vegetables to the above recipe. Corn, peas, lima, green, wax or soy beans may be used.

TOMATOES

UNIFORMLY RED
Seasoning Salt

CONTENTS 1 lb. 3 oz.
Can Size No. 2
Cups, Approx. 2 1/2
Servings, Average 4-5

DISTRIBUTOR
COLONIAL STORES
INCORPORATED
NORFOLK, VA.

TOMATOES

WITH ADDED TRACE OF CALCIUM SALTS

formative, simple design. Since these new buyers may be buying for the first time, a good many of them will pick up your package to look it over. That's when you need selling copy on the back and sides—strong selling copy. And, of course, directions, specific and detailed directions, for beginners plus as many suggested uses as are practical and possible.

As we continue to view this passing parade of consumers we realize that once brand buying habits are formed the package's chief value becomes that of ready identification. That is why a re-design job on an old package must retain sufficient of the old to keep unmistakable identification value.

A good package keeps one eye on the old user, the other eye on the new with more effort and space aimed at the latter. A properly designed package will scream politely to the shopper: "Here I am. Remember me! I'm packed with a top quality product. Here's why it's good. Here's how to use it in more ways than you ever thought possible."

Factors in Packaging

From a sales engineering point of view we may sum up good grocery store package design for the majority of products: The front panel has several primary functions: (1) to stand out from other products; (2) permit quick, sure identification; (3) reflect quality of contents; (4) when desirable bring out one, and only one, important sales point such as "Cooks in 3 minutes."

The Colonial Stores new label designs are examples of top notch packaging, designed with sound sales engineering principles in mind. The symbol is distinctive, the full color reproduction of the contents effective from three points of view: ready identification of contents, attention value and implication of quality. In the case of peas and whole items such as beets, peaches, etc., the "porthole" technique shows the contents in actual size, thus performing the triple function of giving distinction, recognition of contents and quality appeal.

The National Canners' Association 40-40-20 ratio for label design is sound sales engineering. They recommend 20% of the label be devoted to information required by law such as description of product, contents, size of container, address of distributor, etc. 40% of the space goes to information to the consumer, recipes, servings, etc. The remaining 40% is used for package front, including illustration and promotional information on company and product.

Packages must also be considered



YOUR PACKAGE IS A SALESMAN: Is it personable, intelligent, well-groomed? Mindful of the trend to self-service, many a grocery store product has re-designed its package since the end of the war. When that is done, it's a good rule to retain enough of the old design to leave no doubt in the mind of the purchaser. Photos: (top) New package for Arrowroot retains familiar character on one side, glorifies product on the other. In the pictures of Cameo and Oakite, new container is shown at the right.

from point of view other than as a single unit. How will they look in mass displays, in shelf display? Where will the price go? These practical—and seemingly unimportant—considerations become highly important when you look at your package as it appears on the grocer's shelf to Mrs. Housewife.

A short package will not look good

on a tall shelf. Its size will appear diminutive and consequently a poor buy for the consumer's money. A package may have such a narrow base it will not stack well. I've seen packages stacked on their sides or with ends out because the grocer could not get them on his shelves any other way. When this happens the best of designs has no opportunity to do a selling job or, oftentimes, not even an identification job.

When your package is stacked in a large floor stack how does it look? One package with several elements and several colors on its face may not be too confusing; but stack one hundred of them together and you have a mass effect of confusion.

Grocers, heads of chain stores have requested urgently that manufacturers put in a white price-marking spot on all packages. This should go on the panel uppermost in the shipping carton so that when the top of the carton is cut off, the clerk can price each package before removing it from its shipping container.

If your designer says a white price spot will ruin his layout tell him lack of it will ruin your sales. Let him guess which you would prefer seeing ruined. A price is one of the most important factors at Point of Purchase in helping a housewife decide for or against a sale. Get it out where it is evident in a spot for that purpose instead of taking your chances with a grocery clerk who may sprawl it in black pencil across the very face of your expensive design.

Whenever you feel you have an important story to tell but no space on your label to do it give some thought to Outserts. They're the little folders stuck to the top of a jar or container. As their name implies, they are like an insert in their appearance but they're put on the outside instead.

Whether you're having a new package designed for a new product or a re-design for an old product or merely analyzing your present container, be sure to consider it thoroughly from the point of view of the consumer at the Point of Purchase. That's the most important point to you, and your sales.

DISPLAYS

Floor displays have been called "sore thumbs" because they stick out like one. They are sore thumbs—sore thumbs that sell. Floor stacks are effective on everything from fresh lemons to canned dog food. A pre-war survey discovered that 66% of all items bought on impulse were on display.

Full interior displays were set up



A Sales Promotion Technique*

FROM THE FILES OF CONSOLIDATED LITHO

Developed in collaboration with MR. HENRY SCHLICHTING,
Vice President of the CHARLES MARCHAND COMPANY

PROBLEM Like many firms in this and widely different fields, the makers of Marchand's "Make-up" Hair-Rinse wanted to increase impulse sales in the drug stores. A new package design had just been adopted. Still the need was felt for a device that would persuade more shoppers to serve themselves. The fact that Marchand's product is offered in 12 different colors further complicated the situation.

APPROACH A field study was made at the point of sale. It revealed, among other facts, that the customer's color selecting time was reduced when the packets were stacked as illustrated. Shoppers were able to see the entire color range of the line at a glance—because the thin top edge of each packet was imprinted with the color of the rinse it contained. A counter unit was developed that paraded these color designations on the packet edges and yet displayed the attractive new face of the package to maximum advantage. The ingenious double wing arrangement permitted two shoppers to serve themselves simultaneously and endowed the entire display with an "arc of visibility" wide enough to draw customer attention from three directions.



RESULTS The technique employed produced a counter unit that attracted customer attention, then made it easy for shoppers to select the shade of rinse they wanted. Dealers, in turn, found the display easy to service. The new unit was widely used and Marchand's drug store sales increased accordingly.

MORAL Good display ideas—the kind that really sell merchandise—are found only in the market place. When you have a point-of-sale problem, consult Consolidated—the Lithographers who know where to go to find the answers. If you wish a representative to call, write or phone:

CONSOLIDATED Lithographing Corporation
1013 GRAND STREET, BROOKLYN 6, N. Y. • EVERgreen 8-6700

*SALES PROMOTION TECHNIQUES is the title of an interesting and provocative booklet published regularly by Consolidated Litho in the interest of helping management develop more effective promotional material. If you'd like a copy of the latest issue, write to our Dept.

NOVEMBER 1, 1948



FLOOR STACKS: "Effective on everything from fresh lemons to canned dog food." Here shopper-impact is greatly multiplied by teaming up three related products: Pet milk, Cream of Wheat, and Karo. So super markets won't use display pieces? They do here.

as a test on a national brand of dog food. Sales were checked in all stores for the week prior to the display and for the week of the display. Sales increases due to the display were from 38.8% in the lowest store to 700% in the highest gain store. Average increase was 126.5% over normal. And profits of grocers were even greater in ratio than the percentage of sales increase because many customers bought the display brand instead of a less expensive brand they were in the habit of purchasing.

In a more comprehensive study four food products were checked in all the stores in a typical community using the entire town for the test. In half the stores displays were set up on the four products. The other half kept the products on the shelves as usual. Results: Stores with the items displayed showed sales increases of 35% on those products. Stores without displays faced a 26% loss in sales on the same products.

Doughnuts in a grocery store when displayed made twice normal sales gains. Cheese increased from 950 pounds a week to 1,208 when displayed. Coffee rose from 200 pounds to 260. An open mass window display of lemons jumped a grocer's sales

from two boxes a week to 20 during one week of display.

The George A. Hormel Co., manufacturers of Spam, made a test to find out what influence a good merchandising counter display would have on sales of this canned meat. The piece was a multiple one called the "relato" display with a center panel featuring Spam and smaller blank cards attached to the center panel on which the grocer could write in related items such as mustard, bread, coffee, etc.

Why Spam Sold

Sales were checked the first week without the display for movement from the normal shelf location. Three cans of Spam were sold. The second week Spam was placed on the meat counter with the "relato" display piece. Sales shot up to 91. Grocers were pleased because the piece included related items.

Druggists tested advertised against unadvertised products. They found that in many instances sales of unadvertised brands far exceeded advertised brands when the former were displayed and the latter remained on the shelf. In every test sales of displayed items, whether

ADVERTISING AT WORK: A New Jersey market features a tie-up between Ritz crackers and White Rose tea as a logical follow-through for national advertising. Note how reproduction of Life magazine ad is used in center. Ad sells idea of serving crackers with iced tea. Such timing of in-store displays to match up with national media copy almost always pays off in increased sales.



known or unknown, were higher than brands not on display.

While salesmen and sales managers know the value of display the most frequent comeback is: "Sure they're great. Wish I had one in every store; but how you gonna get a grocer to let you put up a display?"

While there's no magic formula, there is a lot that can be done by simply making it worth something to the grocer to have a display of your item in your store. If you sell him well enough he'll put it up.

Some companies have display allowances of cash or merchandise. However, you can get as many or more displays without offering the grocer a single cent in cash or goods, if you have an idea or plan that will make every square foot of display area pay off in profits.

Every inch of floor space has a price on its head. In big markets that price is high. When you ask for floor space you're asking for valuable property. Show the grocer how he can put his already valuable property to more profitable use.

National Biscuit Co. did it. They offered what they called a "Profit-Maker" floor stand. Instead of going in with just another floor stand—

LOOKS ALONE ARE NOT ENOUGH

Sometimes a display is like a woman.

Both can draw the long, low
whistle on looks, but to *sell*
their man they've got to tune
their siren song to *special* interests.

Like the display for the Odell's 3-
minute Dandruff Service for beauty
and barber shops pictured here. Look
good? Quite.

But to Copeland, pioneer in Building
Permanent Displays that Merchandise,
looks are not enough. So we *investigated*.

First—we checked the product. How
used? When? By whom? Under what
conditions? What should the display do?

Next—we checked the market,
interviewed beauty shop operators,
got to *know* why some displays are
used, others *not*.

Result—we discovered that what Odell
needed was not just a display—it
had to be a *dispenser* inviting the
preference of the customer and its
actual use by the operator.



Further proof that Copeland
believes "looks are not
enough" can be gleaned from
our idea-packed Portfolio of
Successful Case Histories.
Your **FREE COPY** is waiting.

COPELAND DISPLAYS

"Up front"—where products
are **SEEN and SOLD**

537 WEST 53RD. ST.
NEW YORK 19, N. Y.
Columbus 5-5621

Representatives in New England • Chicago
Syracuse • Philadelphia • Minneapolis

FILL OUT AND MAIL THIS COUPON NOW!

Copeland Displays, Inc.
537 West 53rd Street
New York 19, N. Y.

- ☐ Please send your portfolio of Case Histories.
☐ Please have a representative call on us.

NAME

ADDRESS

CITY ZONE.... STATE.....



2 OUT OF 5 ARE IMPULSE SALES
Based on nation-wide survey of purchases in super-markets

The Package is the Salesman at the Point of Sale!

An effective package is measured by its selling impact...by its ability to attract the shopper and close an impulse sale.

Alert retailers, realizing the importance of these impulse sales, naturally give the best display spots to packages that are good impulse sellers.

In supermarket surveys show that impulse sales account for 2 out of 5 items; in service-type food stores, too, the figure is surprisingly high.

To learn the extent of impulse sales of your type food product, write for copies of these surveys of buying habits: "Design for Selling" and "Extra Sales Point." E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.



BETTER THINGS FOR BETTER LIVING... THROUGH CHEMISTRY

DuPont Cellophane

Shows what it Protects—Protects
what it Shows... at Low Cost

SALES MANAGEMENT

which it was—they found by tests how many dollars of sales the "Profit-Maker" would make per square foot. For small stores Nabisco proved its display would make sales of \$31.20 per square foot per month against an average for such stores of \$2.62. For middle size stores the figures were: Nabisco display \$32 against normal of \$4.79. Large stores stacked up \$29 against \$7.39.

A floor stack can be profitable to a retailer for several reasons. Which apply to your product?

1. It will step up sales on an item with a high gross margin of profit.
2. An impulse item moves with extra high speed off a display compared with its shelf movement.
3. A low-profit, fast mover may help sell related, high-profit slow-moving items.
4. A well-known brand on which there is a specially good price will show customers the grocer has a low price store.
5. Displays sell shoppers more items than they buy off shelves—that is, stimulate impulse buying.
6. If an item is new displays will help introduce it faster.

This is not the place for outlining techniques of display building. But there are a few general rules. A good selling display does not depend necessarily on skill in display erection. It serves well when it gets your goods out in front. Of course, neatness and cleanliness—especially the latter—are important. But half-opened cases stacked one on top the other will oftentimes sell as much as the carefully hand-stacked display with one-tenth the effort in building them.

One general rule is sound: Keep your display informal. Women hesitate to spoil a perfect display. Leave a starter gap. Drop your product in a bin, a jumble basket, or on a table top. Sell right out of the case by cutting off the upper half. Be sure those sore thumbs get in the hottest possible sales spots. You'll find such spots at the bread shelves, near the refrigerator, by the coffee, near products that are often purchased.

Alert store managers have discovered the best display spots change from one part of the week to another and vary with the season. Most managers feel the best selling locations are those passed by the most customers early in their trips through the store; but practically any man-

TREND: (right) More and more advertisers are spotting opportunities to help retailers increase the unit of sale. Krueger display piece spotlights Krueger, but includes related items in basket: potato chips, crackers, cheese, olives. Display tuned to picnics, sports, outdoor living. Display by Einsen-Freeman, Long Island City, N.Y.



SALES MAKER: (left) Carnation Co. and the Cling Peach Advisory Board join up in a summer promotion on Peach Cream Pie. Pricing easel showed canned milk, canned peaches, has a jacket for a recipe folder. Campaign backed by magazine, newspaper and radio advertising. Designed by Advertising Art Studios.

ager will in the same breath point out an exception to that rule.

Another essential: No matter what kind of display you build be sure the price is on it on all sides—using multiple unit prices when possible. Above all, don't let the sales force get the impression they haven't time to build displays. They can't afford not to build them. Give the force a short course in various types of quickly made displays: the jumble basket, the wire basket, bin and cut-open cases, or give them your own help in the form of a shipping case that expands into a basket display.

Floor stacks should be your No. 1 aim because they are A-1 salesmen. They are an invitation to buy that speaks louder and longer than words.

Window displays in food stores are still important, especially in the East. However, they have practically disappeared in super markets so we will

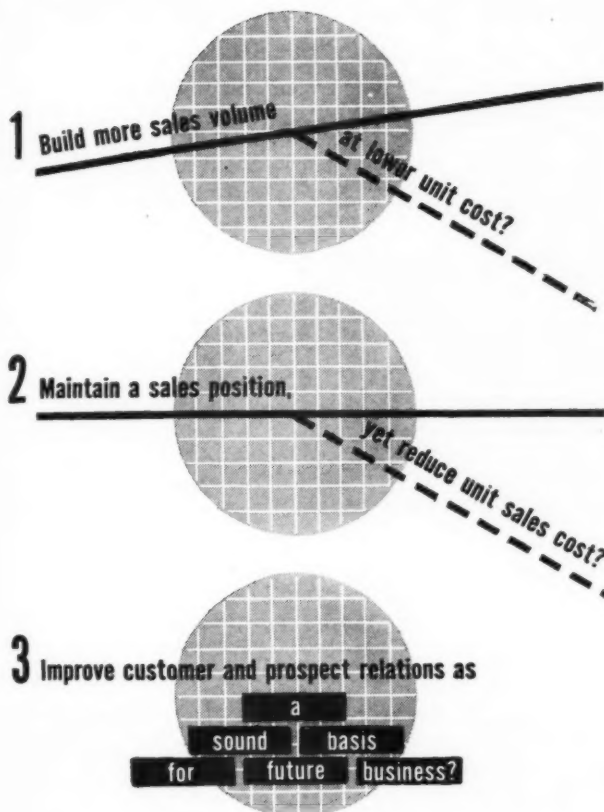
not discuss them here since they are passing from the food store picture.

DISPLAY PIECES

The sales potency of display pieces in self-service stores is well illustrated by two studies made by *The Progressive Grocer*. In one, Kellogg's Rice Krispies were stacked in a floor display in five self-service stores, all part of the same chain. A price card only was put on the stacks. Sales increased 26.8%. In five more of the same chain's stores identical Rice Krispies floor stacks were built with one added element, a magazine reprint on Rice Krispies. Sales jumped 48.2%.

A similar experiment with Ritz Crackers floor stacks showed a stack with price card alone increased sales 49.4% compared with shelf movement of the previous week. But stores with a floor stack surmounted

Which of these 3 things do you want advertising to help you do today?



Whether it carries information that "sells by helping people buy"...

or information that helps folks get the most out of your product...

or information that keeps their tongues hanging out for your product or service while it explains why you can't sell 'em now...

your advertising can help you do the job that needs doing today by multiplying the right information to the right people speedily and economically...

provided your advertising people know *what to say*, *to whom*, *how*, and *how often*.

Oh, so there's a catch to it?

Yes, there's a catch to it!

You shouldn't expect your advertising people to fit their use of the printed word to your current sales ob-

jectives just because they're skilled *creative men*.

You don't "create" the sound foundation for a working tool like advertising. You *build* it by applying the same sort of sales analysis that governs your whole customer relations policy.

So, to do the kind of advertising that will help reduce the cost of doing business, your advertising people need your help and encouragement to guide them in four important steps:

1. Review and define *all* the specifying and buying influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)

2. Find out the viewpoints, prejudices, and confusions that color your product (or your policies) in the minds of your customers and prospects. (Do you know—for sure—what *they* think and *why* they think it?)

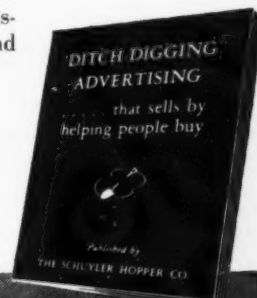
3. Then, and only then, determine *what to say*, *to whom*, and *how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct the low-cost achievement of your current aims.

4. Select the best *tools* to use (booklets, magazines, direct mail, radio, or any other mechanical means of transmitting ideas or information) for saying each part of what needs to be said.

Sound like work?

Sure. So's running a sales department! But if you have a "Ditch Digging" advertising crew on your team and you'll give them a reasonable amount of help on customer and prospect analysis, they can greatly multiply the effectiveness of your advertising as an aid to your sales situation *right now*.

We'll be glad to send a copy of this 20-page booklet, "Ditch-Digging' Advertising That Sells by Helping People Buy," (Reg. U. S. Pat. Off.) to any sales executive interested in using advertising (1) to help build more sales volume at lower unit sales cost, or (2) to maintain a sales position at lower unit sales cost, or (3) to improve customer and prospect relations as a sound basis for future business.

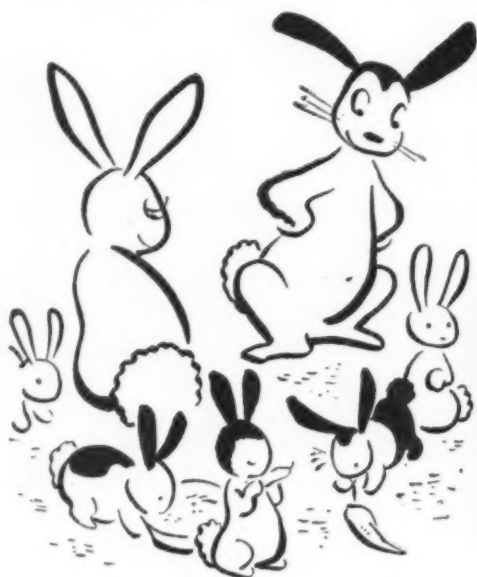


THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LEXington 2-1790

"DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

RESULTS YOU CAN COUNT ON



Tests in the South Bend market produce swift and sure results. You can use these results with confidence in other markets—because *this* market is typical. So typical, in fact, that the U. S. Government chooses it for important tests and studies. Want to get all the facts about "Test Town, U.S.A."? Write for your free copy of market data book.

**The
South Bend
Tribune**



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

canning of fresh fruits in season. Salt and sugar are "ingredient" products. But it is easy to visualize many other packaged food items that could tie up with produce. Cheese, for instance, is an important ingredient in certain sauces for fresh salads. Iced tea is a natural hook-up with lemons, dried beans with bean salad, etc.

Second on the grocer's list of display piece preferences are shelf strips. They are one piece that even the big super markets under contract to interior display companies have not ruled out. Shelf strips deserve more attention than they have received so far. The majority of companies have had them at one time or another. However, almost without exception (in my experience) the shelf strip is used for a static purpose—that is, it either acts as a label for the product on the shelf, as "Blank Coffee-Drip Grind," or it repeats a slogan for the product.

Shelf strips can be used for the same active sales role played by other pieces. They can do well at selling related items. A strip at the cracker counter may say: "A Delicious Spread for Crackers—Breeze Cheese at counter —." At the cheese counter a companion strip will read: "Breeze Cheese—A Taste Treat on

Crackers at counter —."

Shelf strips have the important advantage of being down where the shopper is likely to see them. I always question how many see the posters hung around the wall in neat frames. The housewife is in the store to buy food items on the shelves in front of her. That's where her eyes are most of the time. Those eyes continually scrutinize the price tags on the shelf molding. That's why a 1½-inch shelf strip has a better chance of being seen than a 1½-foot wall poster.

Simple and Effective

One West Coast food manufacturer was offering free recipes in stores. The recipes were put in pockets that were tacked on shelves at eye level where possible, higher if the shelving necessitated. In most stores the recipes were not moving, although the pocket had on the outside the words: "FREE—Take One!"

A shelf strip was printed in black with the words: "FREE—Take Recipe Above." Nothing could have been simpler or less elegant. But it did a job. Movement of the recipes was immediately stepped up. It was a simple case of catching the eye where

it naturally goes and directing it to the place you wish it to go.

Obviously shelf strips can be used for many sales purposes where their utility is now being overlooked. For instance, where space and competition permit, a series may be used along the molding below your spread of goods. If your product covers quite a bit of shelf space, you'll have room for enough strips to tell a story.

Little suggestion strips shaped like arrows have been thumb-tacked to shelves or slipped in the molding with excellent effect. They should be changed often to be effective. On a potted meat a strip may say: "Good Idea for the Lunch Box."

Another type of display piece is more welcome than others and, therefore, deserves more attention than it now receives. That is the functional display piece. A packer of vegetable flakes for seasoning uses a die-cut display box. Since the product containers are small they are logically shown a whole carton full at a time. The box thus serves the functional purpose of a holder-dispenser, at the same time giving the flakes display value they would never have alone.

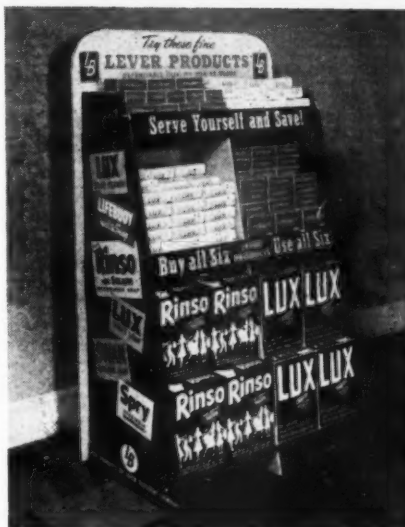
Lever Brothers has recently introduced a functional self-service floor

merchandise. Though it is made of corrugated board it is actually a complete floor rack design to hold six different Lever soap products.

Colgate-Palmolive-Peet has brought out a shipping case designed to convert quickly into an eye-catching floor or counter display.

Functionalism need not be limited to such pieces, however. The idea is simply to give it a dual role of display piece in the conventional sense, plus a helpful twist. It may be nothing more than a bit of information such as "Mother's Day Is May 12" or it may be functional for the dealer—such as electric advertising signs that also provide illumination.

Any super market operator knows the sales value of dump displays, jumble baskets, dump tables, etc. Some supers have bins in which they dump their baby foods. They claim results show increased sales over the conventional neat stacks on shelves. Perhaps the selling principle here is akin to that of floor displays where perfection deters sales. Grocers know, too, that floor display baskets sell. Kraft cheese floor stands are found in markets where little other display material is permitted. Super market operators are very conscious



THE FUNCTIONAL DISPLAY PIECE . . . deserves more attention than it gets. Lever Bros. recently put out this self-service floor merchandiser designed to hold six different Lever products. It's made of corrugated board. Designed by River Raisin Paper Co.

of the importance of floor stacks. That's why your design for a floor stack display base will have a better than average chance of being used.

Remember always those unspectacular little price cards. Everything

in a self-service store has a price written on it. One of the most important factors influencing the decision to buy is price. Be sure you have plenty of price card display pieces, small ones to be stuck on a single package, large ones for floor stacks, suitable ones for general use.

Above all, be sure your salesmen use them—not just one price on a floor stack, but one on every side of the stack and on every shelf display. *The Progressive Grocer* found that certain fundamentals for display pieces are agreed upon by the majority of grocers:

1. Displays should be moderate or even relatively small in size. Many sizes were mentioned as being preferable. Among them: 11" x 14"; 12" x 18"; 18" x 24". While these should not be taken as standard sizes, they give an idea of the smallness of the display grocers have in mind.

2. Message should be simple and direct. A display piece should tell its story quickly, give good reason for buying and not serve merely to glorify the product it pushes instead of doing a selling job.

3. Average life of display material



NEWSSTAND SALES UPPED BY TOPFLIGHT

The daily Times-Union of Albany, N. Y. not only has local competition, but competition from the big metropolitan New York papers. To catch the eye of the paper buyers, and to emphasize the importance of the

local angle, the Times-Union uses Topflight Tape promotion strips at the retail level.

Mr. Miller demonstrates

Colorful, lustrous Topflight strips applied instantly as Louis N. Miller of the Times-Union circulation staff here demonstrates, catch the eye of all early patrons of news-

stands. Results show that these reminders sell more papers to selective paper buyers. Advertising via Topflight at the Point of Decision always pays.

TOPFLIGHT TAPE COMPANY

ERWIN HUBER, President

YORK

PENNA.



THE TEST TELLS: There is definitely a "preferred position" on the grocer's shelf. It's at eye-level, with as much shelf spread for the product as possible. Witness: (left) When Swan moved from bottom to eye-level shelf area, sales moved up 21%. (right) In a test made with Old Dutch and Bab-O, Bab-O, positioned waist-high, with good shelf spread, did 33% more volume than when it was dropped to the bottom shelf and given only two rows. See article for full explanation of methods used for the test and the results.

is limited to one week. After that time displays lose their punch and tend to bore customers rather than stimulate buying. If that be true, there is no point in spending money to produce display pieces that stand up six months.

4. Display material which actually can be used with merchandise to be picked up by the customer is the most practical and beneficial.

5. Ninety-four per cent of the merchants gave an emphatic "Yes" when asked whether display material should have room for a price. That's over half the sales message.

6. Pet peeve is the salesman who sticks his stuff all over the store without the manager's consent. This will do more harm than good, even if the piece itself is perfect.

But your piece may violate all the rules if it will sell merchandise and you can prove it. In that case you will have no trouble getting chains and independents to take and use it.

Finally, be sure your display materials is integrated with your entire selling and advertising program so there is a memory bridge made between the various segments of your advertising and selling campaign.

The Borden Co. uses Elsie the Cow as a perfect memory bridge.

Obviously, trade figures like Elsie, Phillip Morris' Johnny, General Mills' Betty Crocker, etc., lend themselves especially well to integration of advertising and Point of Purchase pieces. However, if you lack a character of your own you can still get memory tie-ups by using art work from your advertising or blow-ups of certain advertisements you have used.

Such integration is a plus factor in enhancing the value of your display material. But, with or without it, all display material must stand on its own feet and do its own selling job. It should never depend on advertising to support its selling potency, to supply missing links of information.

The axiom in designing usable display material: "Serve the grocer and you serve yourself."

SHELF SPREAD AND SHELF POSITION

Shelf display is a permanent display for you, whereas floor stacks are a comparative rarity. A shelf spot is one display you're sure of having as long as your product stays in a store. But will you be King or Courtier?

Shelf displays can be potent sales-

men for you. Any food salesman knows the importance of that eye-level spot and the value of getting as much shelf spread as possible; but probably few realize how well their efforts pay off when they do get a good spread on the right shelf. A test with Knox Gelatine checked sales when only one line of packages was displayed on the second shelf from the bottom. Fourteen packages were sold. When moved to the eye-level shelf and given a spread six packages wide, 40 were sold for a sales increase of 180%.

The Progressive Grocer tests indicate remarkable sales differentials due to changes in shelf position and spread. One week's sales in a market were checked with Old Dutch Cleanser on the bottom shelf and two rows wide. Bab-O was on the second from bottom shelf (waist level) with a four row spread.

Sales:

Bab-O ... 21 pkgs—91% of total sales of both items

Old Dutch ... 2 pkgs—9% of total sales of both items

Total ... 23

The second week Bab-O was dropped to the bottom shelf and given

SALES MANAGEMENT



BLUE RIBBON LITHOGRAPHY^{*} for a Blue Ribbon Product!

The quality of a product should be reflected in its package and in its advertising. Guided by this principle, the Pabst Brewing Company has called on U.S.P.&L. for many years to produce lithographed packaging and advertising materials reflecting the high quality of its famous Blue Ribbon beer and ale. U-S color reproduction has exemplified blue ribbon quality for more than 75 years.

***OUTDOOR POSTERS**
Right: An outdoor advertising poster from the current Pabst campaign being produced at U.S.P.&L.



***POINT OF SALE DISPLAYS**
Above: Outdoor advertising messages are brought to the all important point of sale with miniature posters produced at U.S.P.&L.

***LABELS**
Above: Labels for Pabst Blue Ribbon beer and ale are produced at U.S.P.&L., reflect product quality on the package.



WRITE FOR PORTFOLIO "COLOR IN ADVERTISING"

This attractive full color portfolio entitled, "Look to Color for Greater Impact in Your Advertising," contains examples of the greater sales impact of fine color reproduction in outdoor posters, point of sale displays, direct mail, and other advertising material. Write for your copy today.

THE UNITED STATES PRINTING & LITHOGRAPH COMPANY
EXECUTIVE OFFICES: 804 BEECH STREET, CINCINNATI 12, OHIO * SALES OFFICES IN PRINCIPAL CITIES
5 GREAT "U-S" PLANTS PRODUCING HIGHEST QUALITY ADVERTISING AND PACKAGING MATERIALS

Families are larger . . .

Average family sizes, per US 1940 Census:

City 3.61 members...farm family 4.25!

Families of five to eleven were found in only 23.8% of city homes . . . but in 37.7% of farm homes!

At the farm table, the hired man may be a regular. Spring planting and harvest time bring extra boarders. Transients and friends must be fed. The year around, the farm wife serves more meals than her city sister . . . And farm folk work harder, spend more time outdoors, burn up more energy, need more calories and larger portions.

Home-grown produce by no means fills the larder . . . Farm women favor the prepared foods that save time, buy larger packages, quality brands . . . go to the grocer for salad dressing and sandwich spreads, ice cream and pudding mixes, cake and pancake flours, cereal, condiments, coffee, cocoa, tea, sugar, cake frostings, pickles, baking powder and beans, cookies, crackers, cocoanut, yeast, flavoring extracts, peanut butter, citrus juices and caviar, canned soups, frozen fish, baby foods!

One of the best food markets is the world's best farm market in the 15 Heart states . . . among farm families with the best soil, best brains, more education and better methods, largest investments in property and machinery, superior standards of living . . . highest yields, best incomes—average gross \$9,890 in '47, without government payments—\$4,000 above US farm average! . . . After seven years of peak production and prices, record cash savings and reduced debts!

Relatively under-advertised . . . sparsely reached by general media, covered comprehensively only by SUCCESSFUL FARMING's selected 1,200,000 circulation . . . no national advertising is national without this market, no national schedule complete without SUCCESSFUL FARMING—only magazine delivering top farm buying power! . . . Call any SF office for the full data and details . . .

Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



SUCCESSFUL  FARMING

only two rows. Sales dropped to 11 packages or 58% of total. Old Dutch Cleanser on the better shelf with four rows shot up in sales to 8 packages, 42% of total sales which reached 19 packages.

A similar check was made with Swan and Ivory bar soap. Both had equal shelf spreads. The first week Ivory was put on the waist level shelf (within the average eye-level area). Swan was on the bottom shelf which required a definite stoop to reach.

Sales:

Ivory73 bars—81% of total sales
	of both items
Swan17 bars—19% of total sales
	of both items
Total	...90 bars

Weather conditions were poor the second week when Swan was switched to the preferred shelf and Ivory put on the bottom. Yet this simple change boosted Swan sales 21%. Sales were:

Swan25 bars—40% of total sales
	of both items
Ivory37 bars—60% of total sales
	of both items
Total	..62 bars

Numerous tests have resulted in equally conclusive proof that shelf position and spread strongly influence sales. The very size of your shelf spread is a gauge by which a consumer unconsciously judges the importance the dealer places on your product. Obviously, the more rows on the shelf the greater the implication of volume sales, silent testimony to the value and excellence of your product.

Most traveling salesmen will say: "Yeah, I can get the spot; but the next competitor's salesman that comes in will shove me back in a single row, bottom shelf and hog the place for himself."

Sell the Grocer

How can you get No. 1 position? You can *sell* a grocer on giving it to you just as you sell him on stocking your product or giving you a floor stack. Many times the solution does rest on salesmanship, friendship with the grocer who will keep competitors from shoving you around. This much is sure, however: If the grocer is convinced you should be given the best spot for reasons profitable to him, you'll get it and you'll keep it.

Check these points for possible arguments in your favor:

1. Every size of every item should have at least one row with two, three, four or more rows for the fast moving sizes. If you have three different grinds in coffee, you get at least one row for each grind where your two grind competitor should rate only two rows. If you have a multiplicity of flavors as with jams, each flavor rates at least a row. So does each size of each flavor.

2. If your package is a light one in color it will give the entire section a larger, cleaner atmosphere.

3. Some grocers recognize so well the identifying power of well-known brands that they put the best-known brand in the best spot with the widest spread to act as a "section identifier." For instance, Dreft may mark the detergent shelves.

4. If you have a number of items, try to make groups out of them. Van Camp's Quick Meal merchandising plan features foods prepared in a jiffy. They suggest to the grocer that he devote an entire section to Van Camp's main-dish products, each a meal in itself, ready to heat and eat. Store managers who have carried out the plan report as high as 40% gain in sales of Van Camp products. Perhaps you put out all the ingredients for a food such as chow mein. They make a logical group. The sale of one leads to the sale of the others. Consequently, at least one—the best seller—should have a good spread on the eye level shelf, with the others placed nearby or alongside.

5. Certainly a shelf of your own supplying will give you exclusive control over spread and position. This has been done with candy, spices, beverages, etc.

6. When all else fails suggest to the grocer the vertical shelf arrangement. This is a modern concept that gives all products an equal shelf break. Adherents claim greater stock turn, hence more profit, easier shopping for the consumer. The method is simply to place two, three, four or more packages of one brand on the top shelf, the same number on the next lower shelf, the same on the following shelf down to the bottom. The next vertical column is made up of another brand and so on. Thus, all products share the advantages of the eye-level shelf.

A recent *Saturday Evening Post*—National Association Retail Grocers' study reveals grocers' reasons for giving products preferred shelf position. The tally showed:

Reason	%
Consumer demand	39.3
Profit margin	30.4
National advertising	17.2
Manufacturer's policies	5.0
Friendship of salesman	4.2
Quality	2.2
Eye appeal	1.4
Convenience	.3

Nothing can replace a salesman's constant alertness, however. In a large super market I recently noticed the poorest selling brand of soup had a beautiful spread covering the entire eye-level top of a gondola. I asked the floor salesman stocking the shelves: "How come you have that soup on top and your best seller on the bottom?" He replied: "I always do it that way. Women take my best seller no matter where I put it. But if I put the slow seller on top I always have a pretty top without a lot of ugly gaps in it which I have to keep refilling every few minutes."

The importance of shelf spread and position may be summed up in advertising parlance: "You can get a four-color page on the front cover or one inch buried in the back of the book." But unlike an advertisement, shelf position cannot be bought. You've got to work for it.

STORE POSITION

A well traveled aisle is like a well traveled street. That's where sales are made. Whether you are seeking a permanent shelf position or picking the best spot for a display, their location will affect your sales.

Most intelligent, active grocers can tell you at once what they have found to be the best selling aisle in their particular stores. There are theories that women first turn to the right on entering a store. Some stores have been deliberately laid out to eliminate cross aisles. Once on an aisle a woman must travel its entire length before getting off it; she is forced to see all the goods offered in that aisle.

Another theory of retail self-service store layout advocates one main aisle running from the front door to the back door which opens from the parking lot. All departments open on this main aisle. When a woman emerges from the grocery section she faces the meat counters. From the meat counter she turns to see the fresh produce section, etc. Another practical theory is that everything should be behind one check stand so the shopper is not so loaded with packages on leaving one section she will hesitate to add more to her burden.

A & P's new store in Thompson-

The Chemical Market Authority
Since 1871

THIS IS THE REASON MORE AND MORE EXECU- TIVES IN THE CHEMICAL INDUSTRY ARE FINDING OPD INDISPENSABLE

► *The Whole Week's round-
up of Chemical News
from Seller to Buyer in
One Business Hour.*

News Forms Close 4 P.M. Friday
Paper Delivered 9 A.M. Monday

Over 11,000 copies to people who
BUY chemicals and related ma-
terials.

*Here are typical reader responses
indicating the importance of
OPD's up-to-the-minute news:*

"Very important. We read it as
soon as it arrives and refer to it
frequently. Its prompt delivery is
of very great importance to us."

Purchasing Agent—Michigan

"Very important—our price in-
formation must be kept up to date
on account of our policy of buying
and selling."

Chief Chemist—Missouri

"It is important that I receive it
promptly. Promptness makes a
difference."

Purchasing Agent—New Jersey

Your chemical business is not fully
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and related materials, when its ad-
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*Make sure our editors get all the
news you want chemical buyers to
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Oil, Paint and Drug Reporter

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H. G. Seod, 17717 Lemond Blvd., Long. 0544
LOS ANGELES 14
The Robt. W. Walker Co., 684 S. Lafayette Park Pl.
Drexel 4388

SAN FRANCISCO 4
The Robt. W. Walker Co., 68 Post St., Sutter 1-5568
The fastest market service in chemicals purchas-
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news from seller to buyer in One Business Hour.



RELATED ITEM SELLING: It's one of the soundest of modern merchandising principles because it usually is of maximum benefit to manufacturer, retailer and customer. Here's an excellent example: A "Snack Group" which gives dramatic display to several brands of beer, crackers, cheese, pretzels, pickles. Smart retailers find such displays potent as sales builders. The manufacturer who gets in step can reap benefits for himself while stimulating sales for grocers.

ville, Mass., exemplifies the latest thinking on store layout and position. It is designed so the housewife can logically plan and shop for her complete meal in a single trip around the market. On entering she sees meat, the basis of most meals, then produce, dairy and coffee, bakery, with the groceries in the center. This technique, it is said, produces impressive sales increases because it keeps customers from forgetting.

Obviously there can be no general rule for the best location in all stores. But unquestionably each store has its own best traffic aisle. The so-called best sales spot varies from season to season, from day to day and even hour to hour, store managers claim. For instance, one manager claims that women go deeper into the store in the winter. So, in the summer, displays up front will sell better than those in the middle of the store. But in the winter the middle and rear sections are good sales spots.

There are a few general facts about store position that can be used to survey any layout. For instance, the check stand is not necessarily the perfect spot for your produce. One grocery owner of 30 stores had al-

ways kept his candies, both cellophane bags and nationally advertised bars, on a display shelf at the end of the check stand. Sales were satisfactory. When the candy was put in a floor stack, display sales shot up four to one over the check stand spot.

Evidently the check stand is not the perfect spot many manufacturers feel it is. Unquestionably, every customer must pass the checking counter; and if you have your product there you stand an excellent chance of being seen by every shopper. But you are seen by customers already pushing loaded baskets. They may be kicking themselves for having over-spent and be especially reluctant to add more to their already bulging basket.

How Women Shop

Intelligent retail observers claim that a woman usually marches straight to the bread rack and/or the refrigerator to get her basic needs: bread and milk. She may proceed from there to other "first come" necessities such as canned milk or coffee, flour, sugar, etc. Once these are in her basket she relaxes and shops with less one-track intensity.

Because these "necessity" locations are well attended they offer excellent areas in which to put your product. If you can get your item next to the bread rack or alongside the refrigerator, you have an opportunity to capitalize on the high traffic of your neighbor. If you are stuck back in the corner with the mousetraps and spices, you are on a "Back Street" with relatively poor selling neighbors.

Of course, modern super markets have tried with excellent success to eliminate slow aisles. They have done this with a 52-inch limit on all gondolas and floor displays so the eye can travel freely over the entire store. They have broad inviting aisles, well lighted, each with its important item. In such a market the spot where your product rests will still affect its sales, though to a lesser degree.

Analyze your product. What is its logical department (or departments) in the store? What fast moving items can be related to it?

Well-arranged self-service markets are usually departmentalized. You will find all the canned fruits in one section, canned vegetables nearby, household cleaning items in a single area, dairy products together, etc.

Departmentalization Is Good

Women shop well with departmentalized stores. When they want soap they go to the soap section. If you are in the soap business it will pay you to have your product there instead of some other spot such as the household cleaning supplies. The rule is: As a permanent spot in the store be sure your product is in the department or section where the shopper in that store ordinarily expects to find your type of goods.

Sometimes a product should be in more than one department. For instance, a bleach such as Clorox is recommended for home hygiene as well as for laundry, kitchen, etc. In that case the small sizes should be on the household-cleaning shelves. All sizes should be stocked in the area devoted to laundry needs.

In McDaniel's Shop 'N Save markets in Los Angeles, ice cream—a high profit, high impulse item—is merchandised in three departments: frosted foods, baked goods, and liquor.

Aesthetic considerations are also important. If you have a food product keep it away from such areas as the household-cleaning or laundry sections. Even if it is in a clean package women shy away from food near ammonia, cleaning fluids, etc.

The main objective in considering store position is to be sure your prod-

uct is in the right position or positions, department or departments, to keep housewives from forgetting or overlooking it.

RELATED ITEMS

Related item selling is one of the soundest of modern merchandising principles because it usually is of maximum benefit to manufacturer, retailer, consumer.

For the manufacturer related item selling can work several ways:

1. If his product has a relatively slow turnover he can tie it up with fast movers such as coffee, bread, meat, canned milk, etc., to get the benefit of faster turnover on his own item.

A Salada Tea salesman and a representative for National Biscuit Co. proved this point. They kept records on tea and cracker sales in a Detroit market for one normal week. At the end of that time they built a Salada Tea—Ritz Cracker floor stack in addition to the regular shelf stock of the two products. Sales checks for the second week showed Salada Tea sales up 44%, Ritz 77%. All tea sales for all brands went up 10%.

2. If a product carries fast turnover at a low profit the manufacturer can tie it up with a high profit item to give the retailer good profit combined with fast turnover.

3. A related item group such as picnic supplies may suggest an idea to a housewife she hadn't considered. She will buy an item not on her shopping list plus the related products.

In the earlier part of this century Baker's Chocolate Co. sought a means to bring this "ingredient" product to the forefront of a grocer's mind. A survey was made to determine to what main use housewives put chocolate. The answer: cakes. On the basis of this information the thought was developed that a sale of Baker's meant the housewife needed all the other ingredients for a cake: eggs, flour, milk, butter, sugar, etc. Thus an "ingredient" item was made the stepping stone to a series of profitable related item sales. The idea is so sound that it is being featured again this year with Baker's Chocolate, Swans Down, Crisco, fresh eggs, etc. Knox Gelatine is an excellent example of a slow moving "ingredient" product doing an intelligent job of related item promotion. They feature "Gel-cookery" the time-saving, money-saving way to cook. Full-color recipe leaflets are offered to grocers,

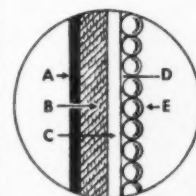
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Pictures projected on Da-Lite Crystal-Beaded Screens are three times as bright as on walls, sheets or plain white screens . . . This finer picture surface is the result of Da-Lite's 39 years of leadership in screen manufacture . . . Available in 41 models and sizes including the Challenger shown above. (America's favorite tripod screen. Octagon case, lightest weight and many other exclusive features.) . . . Public demand has quadrupled Da-Lite production, permitting prices lower than 10 years ago.

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Please send me your new 16-page booklet on Da-Lite Screen models, prices, size charts and projection data.

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\$6,000 buys a full-hour variety show like "Toast of the Town" with Ed Sullivan, M. C., sponsored by Emerson Radio. Sundays 9-10 pm EST.



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For Television programs now come in all sizes, to fit all budgets and advertising needs.

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—first in audience!

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INCREASE YOUR SALES 14.6%
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Send today for literature on "How to Set Up a Successful Dealer Sign Program" and "How to Make Your National Advertising 5 Times as Effective". No obligation.

For over a quarter century Artkraft* has regularly served leading merchandisers, including Red & White Food Stores, Westinghouse, Western Auto, Frigidaire, Delco-Heat, Shell, A & P, Pittsburgh Paints, Lowe Brothers Paints, Dupont, General Electric, and many others with better signs.

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- () Please send, without obligation, details on Artkraft* signs and instructions on how to set up a successful dealer sign program.
- () We are interested in a quantity of outdoor dealer neon signs.
- () We are interested in a quantity of Porcel-M-Bos'd store front signs.

NAME
FIRM
CITY



QUALITY PRODUCTS FOR OVER A QUARTER CENTURY

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with the suggestion that featuring Knox recipes will help sell items ranging from high profit specialties such as sauces and nuts to fresh and canned fruits and vegetables.

A manufacturer must view his related item plans from the grocers' point of view as well as his own. No matter how well your idea will sell your product it will never get a chance to work for you unless the grocer welcomes the plan.

Related Item Selling

The importance of broadening your related item selling plans to do an intelligent, balanced selling job for the grocer is pointed up in a Grocery Manufacturers of America convention speech by Otto Weber, advertising manager of the Grocery Edition of *Chain Store Age*.

"At that time I was sales manager of Campfire Marshmallows and we were attempting to establish marshmallows as a food item. After many conferences with the agency we produced what in our estimation was store material that would sell a very high percentage of our entire output. At the same time it would sell a few related items. The piece was a counter card. It was in full color with a cutout where a one-pound package of Campfire would fit. It sold fruit salad. The original piece had Campfire all over it. You could hardly see the recipe. From an advertising man's standpoint it did a spectacular job of calling everyone's attention to Campfire Marshmallows. I took this thing myself to the Graybar Building, in New York City, and Mr. Cornwall was the national buyer (for A & P). I wanted to sell Mr. Cornwall on the idea of a national sale for one week in every one of the A & P stores. The idea was that this piece would be responsible for increasing the volume on three items other than Campfire Marshmallows by increasing per capita consumption. When I finally showed Mr. Cornwall the point of sale material he turned around in his swivel chair, looked out the window and without saying a word the interview was over.

"I thought about it for some time and finally decided to make another attempt; but before I did I had the agency prepare a rough of the piece that I wanted A & P to use. This was designed to sell fruit salad, salad dressing, gelatine, and marshmallows. My second attempt to talk to Mr. Cornwall was surprisingly successful. I did not have to sell the piece. He saw its utility. He could quickly visualize increased volume. Maybe he saw increased sales on A & P's pri-

vate labels. I do not know, but at the time I did not care. Campfire Marshmallows got one week's sale in every A & P store in the United States and that material stayed up in some stores as long as five weeks."

Related item plans fall into three groups:

1. Those in which a single item is the major attraction such as a recipe. A California Cling Peach promotion was built around a Peach Mint Salad using gelatine, the peaches and related fresh products. On a deal such as this housewives may have gelatine or some of the other ingredients at home. So, while they may like the idea and buy the peaches, it does not necessarily follow they will buy the other items which they already have at home.

In such a case related item selling will result in extra sales of all the ingredient items to a limited extent. Most of all, however, it sells the major product in proportion to the popularity of the idea suggested.

2. Double features, or sometimes triple features, are promotions tying up two or three products, joined closely and given equal importance and equal weight. None, or at most only one or two incidental products, are suggested. Kellogg's All Bran, Borden's Instant Coffee and Knox Gelatine teamed up in a New York show for brides. They made chocolate squares (a cookie) and coffee float with ice cream (the drink).

Recipe Tie-In

Kellogg's did it again with a Rice Krispies-Marshmallow candy recipe. The promotion was replete with window posters, counter cards, recipe card inserts, dealer mats and package panels. While only the marshmallows and the Rice Krispies were generally displayed in mass, the recipe also called for vanilla and butter or margarine.

Lemon Pie was the tie-up idea for a Sunkist-Pillsbury promotion featuring Sunkist lemons and Pillsbury Pie Crust Mix. They suggested two displays—one in the grocery section featuring both items and one in the regular produce section by adding Pillsbury Mix atop the lemon bin. Both sales forces combined to put it on.

Cookies, muffins, cereals were the related item recipes featured jointly by Quaker Oats and Sun-Maid Raisins.

3. A broad plan such as picnic supplies, where all items are needed and

SALES MANAGEMENT

have almost equal importance, offers the most acceptable promotion from the grocer's point of view.

General Foods and Spreckel's Sugar companies have laid plans this year for a well-rounded related selling plan promoting home canning. They tie up: fresh fruit, Certo, Sure-Jell, Sea Island Sugar, Spreckel's Honey-Dew sugar, jelly jars, jar lids, and rubber rings.

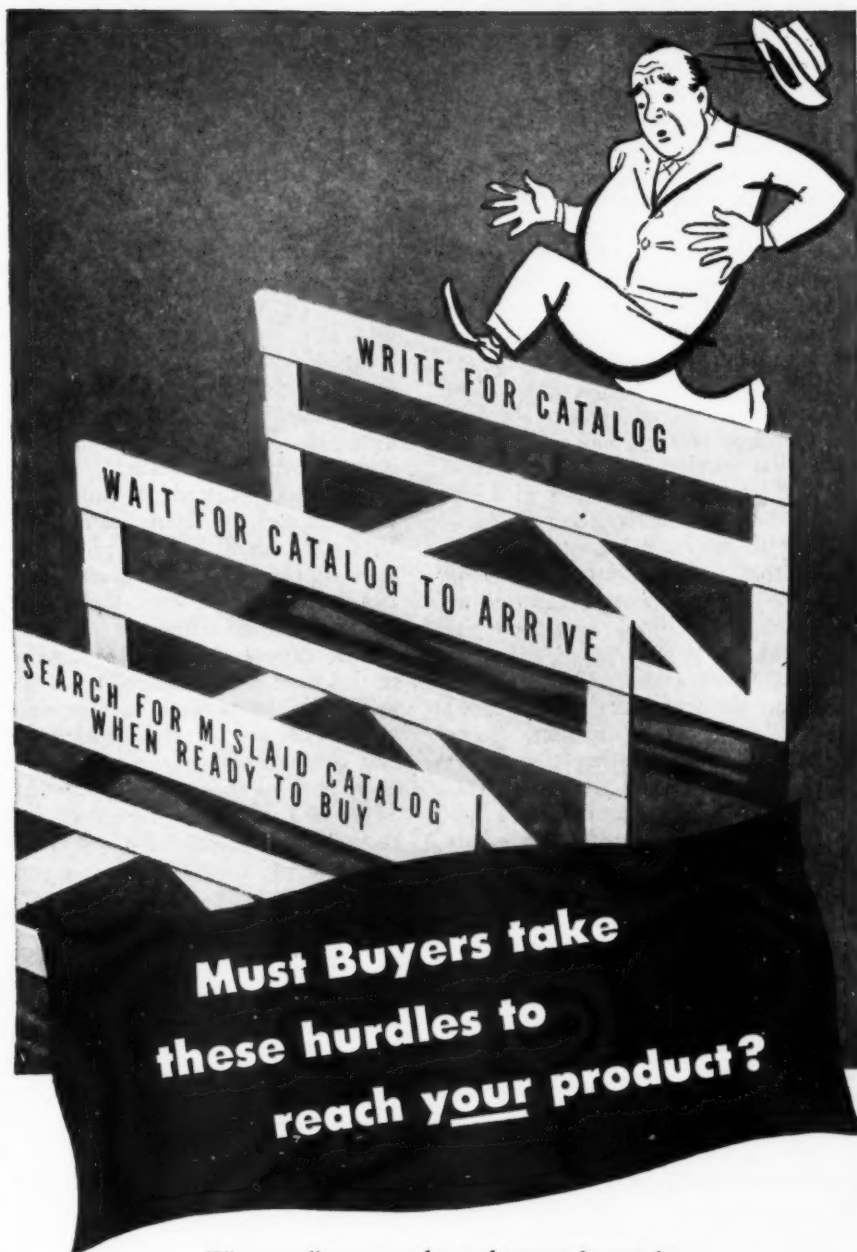
When you step into broader ideas such as that of Nestle and Ralston you have an excellent chance not only to sell both the major featured items, but a good proportion of the other products, too: jams, canned juices, etc. "Instant Breakfast" was their idea teaming up Nestle's Milk Products and Ralston-Purina Company's Instant Ralston. The campaign was designed to sell both products at regular prices and promote other breakfast items: canned juices, jams, jellies, breakfast rolls, any quickly prepared breakfast food. They used such headings as these on their display cards: "Are Mornings a Mad Rush?" "Sleep Later Tomorrow Morning."

Such plans as these actually do sell several related items because they offer a menu for an entire meal, not just a recipe for one dish. And they give the menu an idea of its own, the "instant" idea which makes it a tightly knit unit that does not encourage a lot of substitution by housewives for the various products featured.

Idea Should Be Broad

Hence the rule: The broader your idea (so long as it is naturally broad and not artificially tied together), the more related items you are likely to sell and the more welcome the grocer will make you. A picnic related item display should result in a number of different products sold. This is particularly true if you can feature products that are not staples. For instance, you may be a canned meat manufacturer. If in your related item display you include mustard and paper cups, chances are many housewives will have mustard at home and will not buy much more than the grocer's normal sales. But very few will have paper cups. Consequently, you will increase paper cup sales more than you will mustard. The idea should be tightly glued together with some such sign as: "Quick Picnic Without Planning—everything you need from paper cups to meat and cold drinks."

Related item selling does not necessarily require four-color display pieces and special floor stacks. It needs primarily intelligent, practical planning.



Why penalize your sales and your salesmen by placing obstacles in the buyer's path? Your catalog in Sweet's File puts your product at the buyer's fingertips, immediately, constantly. Your salesmen save their time and shoe leather, you cut selling costs. And your cost for catalog preparation, printing and distribution averages less than 2¢ per page. Have a Sweet's representative call and explain how you can get faster buying action from your catalog.

Sweet's

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when he's ready to Buy*

119 W. 40th ST., NEW YORK 18, N. Y.

A Royal Blue Store in Chicago increased sales of glass-packed peaches four times by merely displaying them near the produce rack in the summer. The sign read: "Make a Peachy Salad. Tasty Peaches Packed in Duraglas jars only 27c. Head lettuce—Salad Dressing. You'll Like It."

Gear your related item plans to the seasons or special periods when possible. For instance, Lenten recipes are naturals. So are Hallowe'en, Christmas, summer, winter, spring, etc.

In the issue of July 28, 1947, *Food Topics*, the national news publication for the food retailer, had a short editorial on related item selling. Said *Food Topic*: "Examination of 3,000 retail advertisements recently published in 67 cities, coast to coast, shows that almost no attempt is being made to do this type of merchandising (related item selling) except on picnic items."

Such information only serves to point up the fact that retailers need good ideas on the subject. Some manufacturers are filling that void; however, many more can do it successfully. Some manufacturers already featuring related item plans would do well to look at them from

the grocer's point of view to see if they are really helping him sell more goods or are merely using the words "related item" to push their own product without truly serving the grocer at the same time. Where possible, give grocers a broad idea around which they can build an entire advertisement or store promotion instead of just one display.

The principle of related item selling is sound in other types of business. Bristol-Myers proved this in the drug field with a set of display pieces and a survey to check on their acceptance and sales effectiveness with druggists. The display had one major center piece and several auxiliary pieces. It featured Bristol-Myer's products such as Mum, Sal Hepatica, Vitalis, Minit Rub, Ipana; but it also gave almost equal play to other items and it certainly put over the vacation needs idea to excellent advantage.

The eager receptivity of retailers to this type of related selling is well shown by the answers to a questionnaire sent out by Bristol-Myers to find out how druggists liked the display: 96% of them said they liked it; 88% said they considered it good enough to use twice; 58% said they were saving it for use again next

summer; 65% observed its effect on sales; 62% reported those results good. So well liked was this display that Bristol-Myers followed it up with a similar one for winter needs.

Related item selling may be the answer to your promotion needs. It is a rare merchandising bird because it benefits everyone.

RETAIL PRICES

A manufacturer is naturally most concerned with his selling price to jobbers and retailers. However, the retail price has much more to do with the true sale of his products.

Some manufacturers arrive at a final price to retailers only after balancing their cost plus desired gross margin with practical factors such as competition, computed retail shelf price, and incentive to multiple pricing at retail. In short, they use both the slide rule and a rule of thumb—with their eyes on the product's price as it will be when it is on the grocer's shelves.

A manufacturer obviously cannot command a grocer to sell his product at a given price regardless of circumstances. Prices on the same product have always varied from store to store and city to city because of dif-

FISHMASTER SELLS WITH TOPFLIGHT

Fish-wise firm keen about impulse urging

The Fishmaster Company of Wollaston, Mass. learned years ago that it is color that sways the impulses of fish at the momentous "point-of-decision." Naturally, they realize the importance of color for extra eye-appeal in advertising -- have proven decision-point dealer helps pay off in motivating tackle-buyer impulses.

Mr. Whittum shows how

Here, Raymond A. Whittum, General Manager, Fishmaster Company, demonstrates how counter displays can have added eye-appeal with quickly applied strips of Topflight Tape. Lustrous, colorful instantly placed at prospects' eye-level, all the time-proven requisites are here. Topflight is self-adhesive, cellophane tape, costs less per day per store, and uses valuable free space for advertising.

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ferences in types of trade in various stores, amount of service rendered, grocer's quantity buying power, current community prices, and local competitive conditions.

Our concern, however, is not so much with variations from city to city or even store to store as with the proper setup within any store to develop maximum sales for our product in that store. The price of our product in relation to other similar products in that store is of No. 1 importance. If we can give as much as any competitor in quantity and qual-

ity yet undersell him by even 1c we have a decided edge. This may be accomplished by selling the grocer large enough quantities of our product to give him volume buying price advantages which will amount to 1c or more per package. Often we can sell him such quantities if we convince him we will help him move it with proper merchandising help.

Hence the importance of making a quantity discount schedule a true merchandising tool. The highly competitive coffee business uses its quantity discount schedule effectively.

There is $\frac{1}{2}$ c difference per pound in price between purchases of 96 pounds and 240 pounds, but only $\frac{1}{4}$ c between 240, 1,000-and-5,000-pound quantities. Usually carlot prices will be another slight step lower. The 1,000 pounds may be far more than the grocer is accustomed to buying, but an intelligent and willing sales man can help him move that quantity with a strong competitive price, a good display and some aggressive advertising. By featuring a national brand of coffee in this way the grocer will not only move the 1,000 pounds, but will attract more than normal traffic flow, hence greater sales of all his goods.

SHOPPER STOPPER



To Speed up the Pulse of Impulse Buying

The Trans-Ad Animated Display will increase your point-of-sale efficiency and pull increased dividends from your national advertising.

It attracts attention with motion, stimulates continuing attention with constantly moving displays, increases the value of any point-of-sale location by providing a series of eleven displays or messages in the space ordinarily occupied by two. (Twenty-two messages if double faced cards are used.)

Can be used for featuring special items, showing special features of a single item or presenting the complete models of a line where floor space permits a limited display.

DIMENSIONS: 37" long x 19" high x $4\frac{1}{2}$ " deep. Stainless Steel. Precision engineered and manufactured.

TRANS-AD

Manufactured By
Savory Equipment Inc.
120 Pacific Street, Newark 5, N. J.

Use of Quantity Discount

Quantity discount schedules should be made with an eye on their resultant shelf prices.

Stop prices, where authorized by law, have been used by manufacturers to protect a grocer's margin of profit. Grocers usually hail this procedure as a laudable way to do business. So it is. The once declining sales curve of Pepsodent toothpaste was due in its later days to the ruinous prices at which druggists were selling it—prices far below cost. As a result, the public was buying it—but many a dealer finally refused to handle it at such a loss. Mr. Luckman, now head of Lever Bros., had to enforce stop prices to get back in the good graces of the trade.

Nonetheless, so long as human nature remains what it is no law will replace that of housewives seeking and buying at the lowest offered price. Any manufacturer must recognize this and keep his prices as low as possible without letting them slip into the undesirable situation in which Pepsodent once found itself.

Multiple prices, group pricing, combination prices work well because single unit pricing suggests to the buyer that she purchase only one unit at a time. There is no encouragement to buy more. Groups of related items at a slight saving are effective; oftentimes, however, a group will sell well even at a normal markup. For instance, group together eight packages that ordinarily sell 2 for 25c. Offer the eight for \$1 and watch the magic of the \$ sign at work. Make it 99c and watch the c 'sign sell. To a housewife these are the two most important signs in a grocery store: \$ and c.

Few housewives stop to analyze exactly what they're getting for a given price. For example, a product of one of America's largest companies is a good soap sold in the West. The

package contains 33 ounces of soap as compared with 22 to 24 ounces in competitive soap packages. In Los Angeles this soap retails at an average price of 43c, the other soaps at 35c. Obviously, the first soap is a better-than-average soap buy ounce for ounce. Consumer savings amount to about 5c per package. But its package is deceptively like all the other packages in size. The height and width are the same as the others. Only the thickness varies—a variation not evident to the fast moving shopper. As a result, this soap's price—though a good one—seems at first glance to be higher than other soaps without justification. A deterrent to sales? Certainly. The rule is: A price must not only be a good value, it must also be evident to consumers it is a good value compared with competition.

Odd Prices Sell

Oddly enough, certain odd prices have greater selling power than even ones. Properly used they play down a given price and make the outlay of money appear far less than the actual saving involved. For instance, \$4.98, while only 2c less than \$5, as a price in the housewife's mind puts a product in the \$4 class rather than the \$5 group; 49c takes an item out of the half-dollar class.

Odd prices can be used to encourage multiple unit buying. 2 for 25c means a single can costs 13c or $\frac{1}{2}$ c extra. Therefore, it encourages the purchase of two cans. Whereas a straight 12c or 13c each price would encourage single can purchases.

Odd prices are undesirable when they are "plus" prices such as 21c, 31c, 41c, etc. Instead of suggesting a good value to a woman, they seem to indicate an extra 1c charge has been added. In some cases it would be better to make your 21c item 23c if you must get full markup and cannot lower it to 19c.

On most products there is a "popular" price range—a price consumers expect to pay for it. When the price is forced up there is a point beyond which it will rapidly discourage sales. In tests an increase of 2c on a five-pound produce item has reduced turnover as much as 40%.

When you are forced to raise your prices materially and there is an accepted popular price for your product, you may be wise to reduce the contents. The candy bar manufacturers wisely have done this in order to retain nickel bars. Gum and soft drink companies have done everything possible to keep their nickel retail prices.

On the other hand, certain food items that will not sell at a low price



His Touch System Keeps His Finger On Top of the News from Washington

The "system" includes much more than an alert set of fingers on a typewriter. His office staff, complete with reporters and radio editors, works under constant pressure, sifting the news, confirming the facts, interviewing the people who know why news is made. By the time he goes on the air, his 185-line script reflects precise background data gathered by trained reporters.

The system pays off for listeners and advertisers as well. His vast and loyal national audience gets "the top of the news from Washington". His co-op advertisers get results. Currently sponsored on 316 stations, Fulton Lewis, Jr. affords local advertisers network prestige at local time cost, with pro-rated talent cost.

Since there are more than 500 MBS stations, there may be an opening in your city. If you want a ready-made audience for a client (or yourself), investigate now. Check your local Mutual outlet—or the Co-operative Program Department, **Mutual Broadcasting System**, 1440 Broadway, NYC 18 (or Tribune Tower, Chicago 11).

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move well at a higher one. In one case a shipment of fancy-glass-packed imported hors d'oeuvres was selling very poorly at \$1. The price was lowered without increasing sales. The price was raised to \$2.50 and the product began to move readily. This is seldom the case, but in this store catering to high income customers it worked.

Deposit on Bottles

Deposits on bottles or carrying cases or taxes on certain goods, when included in the sales price, often distort the picture in the consumer's mind. Food manufacturers faced with such a problem would do well to take a page from the book of some retail gas stations who list: Gasoline 14c, Tax 8c—Total 22. Ralph's, a dominant food chain in Los Angeles, uses this type of pricing in retail advertisements where applicable. If some such factor is now being reflected in your retail selling prices, the consumer may be blaming you or the retailer for a high price over which you have no control. In the case of bottle deposits, one-third of the price may be refundable. Bottles of beverages priced at 6c may carry a 2c refund on the bottle. Yet a woman buying will feel that she pays only 5c a drink at a soft drink stand and unconsciously concludes the beverage is, for some unaccountable reason, higher at the grocery store. Naturally she will pass up a purchase. This type of thinking prevents her from buying a case for home consumption. A simple price card can correct such situations:

Slick's Soda	4c per bottle
Refundable deposit ..	2c per bottle
Case of 12	45c
Deposit	24c

It will show her what a bargain she is getting at the grocery store and step up the bottler's chances of increased multiple unit sales.

Most important of all in the self-service store is a price on every product and every display. That's why price cards and price pads should be as close to every salesman as his pencil and order book. That's why a white price marking spot should be included in every package design.

In all your considerations of price, remember there is a good percentage of housewives in the upper middle class who buy by brand and by family preferences regardless of price. At the same time, some well-to-do people are very penny-conscious. So, while price may be a more important factor in stores that have low income

customers, you will find price has a bearing on sales with a certain group of customers no matter how high in the income scale you go.

In short, price is often the major and final deciding factor in a sale.

SPECIAL INDUCEMENTS

Sound selling practice has always included Point of Purchase merchandising as part of the general promotional program of a special offer. Usually, however, Point of Purchase is considered subordinate to other media.

We seem to forget that an offer at the point of sale reaches nearly every shopper—including many potential buyers who may never be aware of our special deal if we depend solely on advertising in the *limited time* usually allotted to special offers.

Mother's Oats, under the ownership of Quaker Oats, used premiums inside the box for many years. That is a definite Point of Purchase type offer. But the mere fact that Quaker is still the best selling brand without a constant premium offer indicates they have found a continual Point of Purchase premium is no final answer to the problem of stimulating sales. Conversely they have not found it wise to drop the premiums from Mother's Oats.

Offers at the Point of Purchase—like all special inducements—are usually temporary sales stimulants. To introduce a product, get more people acquainted with an old one, or to put a blanket on a competitor's sales, etc., they are very effective. They serve their purpose well as long as they are used to do a specific job and not to carry the whole promotional campaign over an extended period of time.

Whether you put the bulk of your special promotional money into printed media or into Point of Purchase push, remember that the final link in your selling chain, the final urge to action, the last place you have to ask for the order, is at the Point of Purchase.

Premiums: Most widely used method of offering premiums is, of course, through newspapers, magazines or radio. Yet even with these offers the premium is usually plugged at the Point of Purchase as well, because most food sellers recognize such backing as essential to maximum success of the offer.

Premiums can be promoted solely at the Point of Purchase and delivered at the store to eliminate two operations: (1) the necessity for the purchaser to mail in box top and

who
is
this
man
?



Smith Rairdon has been a
SALES MANAGEMENT subscriber
for 11 years. He sells to both
industrials and consumers.
Mr. Rairdon is Sales Vice President
of Owens-Illinois Glass Company.

Number 2 in a series of ads portray-
ing the typical S.M. subscriber.

How long has he read *Sales Management*?

To get an accurate picture of the composite SALES MANAGEMENT subscriber, 474 readers were asked this question: "How long have you read SALES MANAGEMENT?" 438 replied and their answers were divided as follows:

21%	have read SM from 1 to 2 years
23%	have read SM from 3 to 5 years
20%	have read SM from 5 to 10 years
36%	have read SM from 10 to 30 years

These results show that 56% have read SM for five years or more. It is significant that 86% of these five-year plus readers are now either *Vice Presidents* or *Presidents* of their companies. With subscription renewals averaging over 80 per cent for the past five years, SALES MANAGEMENT has a basic audience of loyal executives whose authority grows as they add years of service to their companies.

Sales Management

THE MAGAZINE OF MARKETING

386 FOURTH AVENUE, NEW YORK 16, N. Y. • CHICAGO • SANTA BARBARA

NOVEMBER 1, 1948



Merchandised Editorial Content



...one of the Big 10 CAPPER'S FARMER ADVANTAGES!

"**HOWDY, NEIGHBORS,**" the radio says, and all over Mid-America, farm families listen. They know the next minute will be interesting, helpful—it's *Capper's Farmer on the air!*

Each announcement takes up some activity that's right at home with these families . . . some problem in farming or farm life. Then it tells of a practical, profitable way to solve it—straight from the pages of *Capper's Farmer*.

Soon, listeners are leafing through the latest issue. Looking for this article they've heard about . . . seeing other articles, too . . . *and seeing your advertisement.*

Merchandised Editorial Content! Of all farm magazines, only *Capper's Farmer* gives advertisers this support . . . consistently . . . for almost three years now . . . on top radio stations reaching every farm state in Mid-America.

And Merchandised Editorial Content is *only one of the BIG 10 Capper's Farmer advantages...*

CAPPER'S FARMER'S BIG TEN

1. Largest rural publisher in America.
2. Richest farm market in the world.
3. Best coverage buy.
4. Quality circulation.
5. No mass small-town circulation.
6. Farm-tested editorial material.
7. Reader confidence.
8. Merchandised editorial content.
9. Market dominated by farmers.
10. Most quoted farm magazine.

No other farm magazine has them all . . . not one!

only

Capper's Farmer

Topeka, Kansas

money; (2) the expense of handling incoming mail and sending out individual premiums. Such Point of Purchase distribution must be handled in a manner that will be satisfactory to grocers.

Several years ago Lipton Tea Co. gave one iced tea tumbler free with each purchase of one-quarter pound of tea, two glasses with one-half pound. The glasses were given to the customer at the time of purchase.

When Premiums Are Taboo

The grocer had to carry a stock of glasses on hand. It was dead weight to him—a non-profit item that cost him money to handle. You can readily see why grocers today (profit-pinchers as they are by high floor salesmanship costs) object to this method of premium distribution. Because of high costs, grocers taboo any premium that requires extra handling without extra profit.

On the other hand, there are several types of Point of Purchase premium acceptable to grocers and effective for the manufacturer. One is the premium enclosed in the product package. This may be handled in a continuous manner, as Mother's Oats has for many years, by enclosing a

PREMIUMS PULL: To win new customers and to absorb increased production made possible by the availability of plentiful supplies of sugar, Spur offered a Tupper "Wonder Bowl" with the purchase of a handi-pak carton of six bottles for 53c plus deposit. Said a company spokesman, of results: "The campaign took hold so fast that bottlers wired to demand repeat shipments of 1,000 and 1,500 bowls . . . Many bottlers reported that sold-out retailers phoned for off-schedule deliveries." Premiums can pull!



piece of china or aluminum in the package.

More often it is temporary. Usually

a temporary offer necessitates a wrap-around or sticker on the package to inform the would-be purchaser of the premium inside. Occasionally a write-in premium offer will be made with wrap-arounds on the package.

At one time Procter and Gamble packed a decorated beverage glass in each package of Nu-Crest Soap Flakes. A full size illustration of the tumbler was printed as part of the front panel of the package.

A less widely used method of Point of Purchase premium selling is the special container. Certainly Kraft Cheese has been very successful in packaging their cream cheese spreads in decorated tumblers. But this is done without materially raising the cost of the cheese.

On the other hand, honey packaged in a special syrup server, with plastic handle and cut-off sliding spout, had an obviously expensive premium. The price on such offers is usually given as a single unit (instead of listing it: Honey, 00c—Syrup Server, 00c—Total 00c). Consequently the purchaser, while realizing she is getting a premium in the container, still unconsciously considers the price high—which implies the honey itself is too high in price. Most grocery executives with whom I have discussed this

CAN BE PLACED ALMOST ANYWHERE

Beverwyck Brewing finds Topflight versatile

Sparkling, lustrous, printed Topflight Tape used as indoor advertising to stimulate impulse buys at the point of decision where sales are consummated has enlisted many devoted followers.

Here, Clarence Welch, sales representative of the Beverwyck Brewing Company of Albany, N. Y., demonstrates how Topflight Tape can be used in a very unlikely place for point-of-sale advertising.

Used everywhere

Tape purchased for use on shelf edges in package stores is here being placed in Nick's Tavern, 115 North Lake Avenue in Albany. And of all places, the tape is being placed on Nick's finepanelled back-bar wall. No tacks, glue or other gimmicks were required, and Mr. Welch pulled the tape off the wall to show that no harm resulted.

TOPFLIGHT TAPE COMPANY

ERWIN HUBER, President

YORK

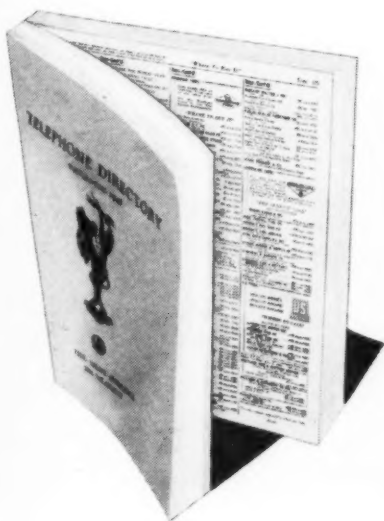
PENNA.



SALES MANAGEMENT



How to get better results from YOUR campaign!



If you're planning your advertising campaign now to get *more* business in 1949...the 'yellow pages' (classified section) of the telephone directory can help make that program successful.

You simply arrange to place your trade-mark or brand name over a list of your local outlets...in directories wherever you have distribution. Then, prospects who read your advertising and want to see or buy your products are directed right to your authorized dealers.

It's a long-established dealer identification plan called Trade Mark Service that has effectively served hundreds of the nation's leading advertisers. It makes your advertising work better for you and your dealers...helps prevent loss of sales through substitution.

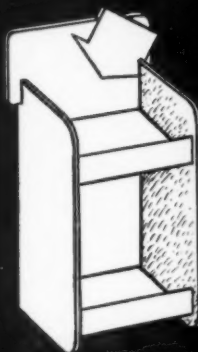


For further information, call your local telephone business office or see the latest issue of *Standard Rate & Data*.

One Call

River Raisin **DIMENSIONAL DISPLAYS**

A new and different service by
River Raisin . . . as convenient as
your telephone . . . a complete
organization skilled in the creation
and production of promotional and
merchandising point of sale counter
and window displays . . . from the
basic idea to the finished display . . .
One Call for All.



for All



RIVER RAISIN PAPER COMPANY, DISPLAY DIVISION
Monroe, Michigan

• PACKING MATERIALS • FIBRE BOARDS • CORRUGATING STRAW • SILICATE OF SODA



Four-foot signs are formed of red and white translucent PLEXIGLAS by Steiner Plastics Mfg. Co., Long Island City, N.Y., for The Coca-Cola Company. Lighting and assembly by Southern Neon Displays, Atlanta, Ga., and Morton Outdoor Advertising Co., Baltimore, Md.



Night photograph shows striking appearance of interior-lighted, completely luminous PLEXIGLAS sign.

How PLEXIGLAS is used for signs of all types—from point-of-sale signs to spectaculars—is told in our new booklet, PLEXIGLAS FOR SIGNS. Write for it today.



PLEXIGLAS—
ONE OF THE GREAT NEW MATERIALS OF OUR TIME

A Refreshing Idea . . . Interior-Lighted PLEXIGLAS Signs

A three-dimensional, back-lighted sign is now entirely practical, thanks to PLEXIGLAS—and this new sign advertising the famous soft drink Coca-Cola is a case in point.

When a sign face is all-PLEXIGLAS, one neon grid—protected inside the sign—lights either single-face or double-face units. Formed exterior neon tubing is eliminated, lighting and sign-assembly costs are reduced.

Translucent PLEXIGLAS surfaces glisten in reflected sunlight, glow with clear radiance at night, cast no glare, are shadow free. And because PLEXIGLAS is age-proof, weather-proof, shatter-resistant, it keeps its sparkle and color freshness for years—and cuts breakage and maintenance costs to a minimum.

Light, strong, readily formed and machined, PLEXIGLAS offers many merchandising advantages. For better selling *with* saving, let us tell you about them. Full information and samples of this acrylic plastic are yours for the asking, without obligation.

PLEXIGLAS is a trade-mark, Reg. U. S. Pat. Off.

CHEMICALS



FOR INDUSTRY

**ROHM & HAAS
COMPANY**

WASHINGTON SQUARE, PHILADELPHIA 5, PA.

Representatives in principal foreign countries

point agree that a premium offer is usually ineffective if it adds to the normal retail price of the item.

In-the-package or on-the-package premiums were used extensively by cereal companies in their earlier days of intense competition. Today such premiums are practically standard practice with major cereal companies. For Kellogg's highly successful comic button offer a few years ago over 200,000,000 buttons were made.

The Point of Purchase premium fulfills that mail order advertising axiom: "Make it as easy as possible for the purchaser to act." The purchaser gets her premium at once, usually sees what she's getting. Thus chances of purchaser dissatisfaction are minimized. There is no loss from delayed reaction between reading or hearing about a premium and the time of purchase of product. You reach people who never mail in for goods but are induced to buy when they can see what they get for their money.

Demonstrators: Demonstrators are sometimes called Point of Sales Personnel. Certainly, they are the most effective kind of Point of Purchase promotion.

They are also the most expensive. Like all types of advertising and selling, their cost must be viewed in the light of the cost per unit sold. On some products sold through department stores cost of demonstrators varies from 10% to 30% of the retail price. This high selling cost is offset by sales increases of 100% to 500%. Similar figures are not available for low profit food items; but the food manufacturer of either a high or low profit item can quickly determine with a few test demonstrations whether the volume increase in sales justifies the high cost of demonstrating his product.

Of course, in paying for demonstrators you buy more than one-time sales volume. Sales of Rad, a household cleaning preparation, were pushed by demonstrators in department stores. During actual demonstration periods sales would increase almost enough to cover the added cost. For four weeks following the demonstration, sales would drop to about 25% of the gross sales during the demonstration. For six more months they would run 20% of gross sales. At the end of that time they would again drop.

Demonstrators serve several other functions in addition to actually selling a product to consumers. They help train store personnel on the product and the technique of selling it. They give a personal touch to non-

DID YOU HEAR ABOUT HOW WE ARE PICKING THE PRODUCTS FOR OUR NEW HOME?



1.



2. Two weeks ago we got a beautiful, bound volume of catalogs about home building products and services. It's called HOME OWNERS' CATALOGS.



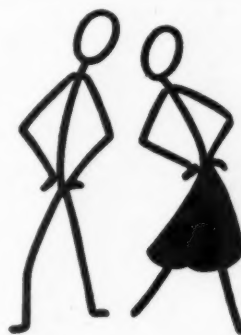
3. HOME OWNERS' CATALOGS certainly came at the right time. We are just planning our new home, and we use this fine book of home building catalogs in making decisions.



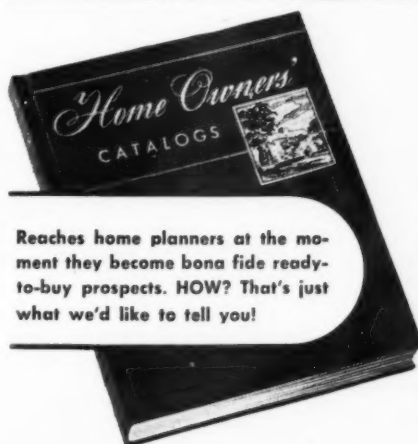
4. Naturally, we are mighty choosy about what goes into our new home. So we are going to tell our architect and builder exactly what we want.



5. HOME OWNERS' CATALOGS gives us the answers we need to make up our minds about things we've noticed in ads ...



6. So why don't YOU give us all the facts we need about YOUR product or service ... this HOME OWNERS' CATALOGS way?



Reaches home planners at the moment they become bona fide ready-to-buy prospects. HOW? That's just what we'd like to tell you!

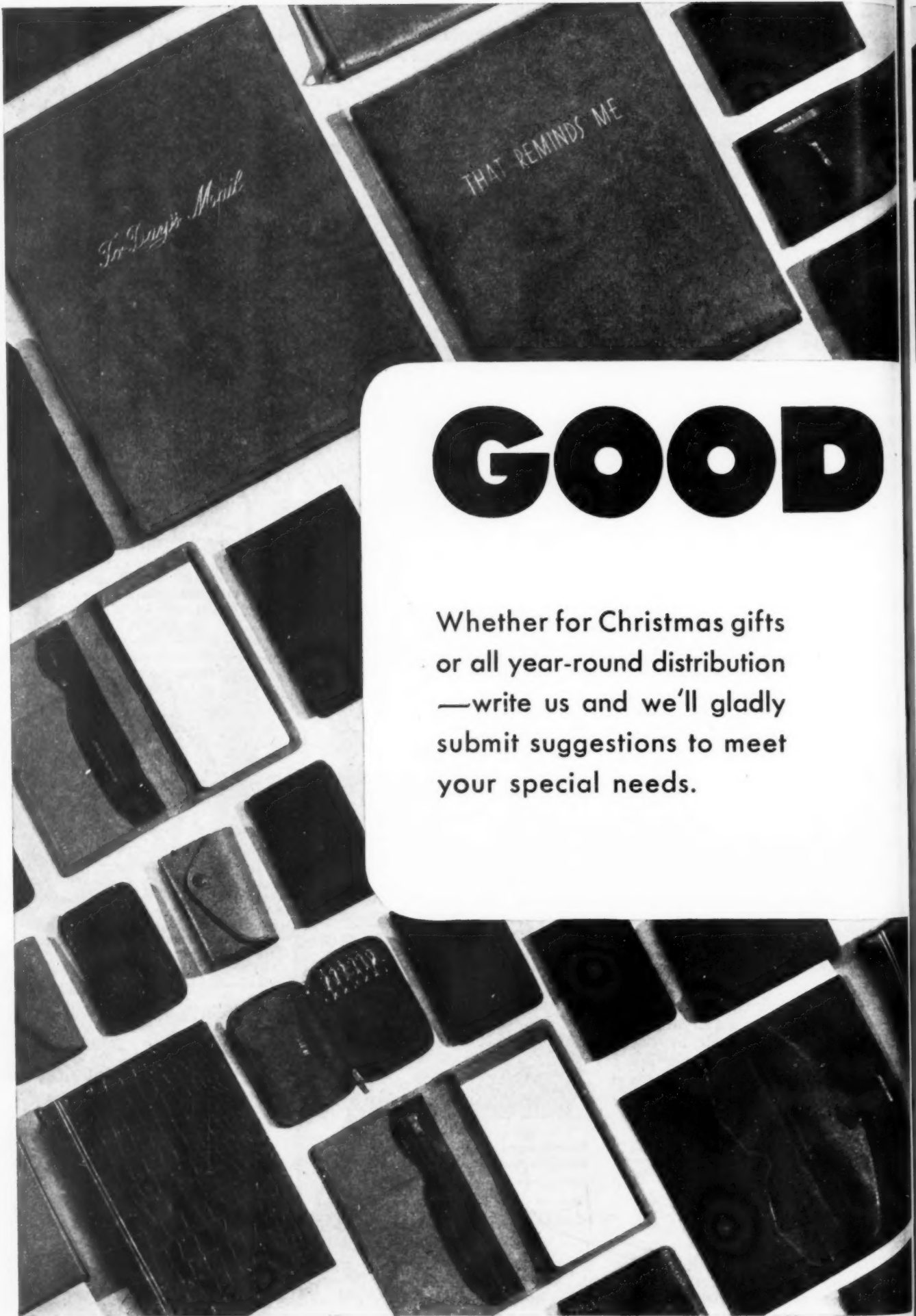
If you want to sell prospective

Home Owners

it's smart merchandising to merchandise your products through

Home Owners'
CATALOGS

A Catalog Distribution Service of
F. W. DODGE CORPORATION
119 West 40th St., New York 18, N. Y.



GOOD

Whether for Christmas gifts
or all year-round distribution
—write us and we'll gladly
submit suggestions to meet
your special needs.



WILL

*... the disposition of the pleased
customer to return to the place
where he has been well treated.*

as defined in a decision of the
UNITED STATES SUPREME COURT

•

ADVERTISING CORP. of AMERICA

TWO PARK AVENUE • NEW YORK

Factory • Easthampton, Mass.

MANUFACTURERS OF SALES AIDS

personal, self-service selling. That's why many large super market operators welcome them. In fact, the Mayfair Markets of Los Angeles paid the salaries of demonstrators in order to give the warmth of a human personality to their huge self-service stores. Their only request was that manufacturers donate their product for demonstration. Demonstrators can report consumer attitudes and reactions to top sales management more effectively than the sales force which has relatively few opportunities to talk to consumers.

Some grocery store products can-

not be demonstrated successfully. But almost without exception any edible product can be demonstrated. It is logical to feel that only food products with a good margin of profit justify the cost of demonstration. This thinking is open to question when we consider a demonstrator is very effective in introducing a new product or featuring new and broader uses for an established product.

Before the war a West Coast manufacturer hired demonstrators to promote a gelatin dessert that retailed for less than 5c a package. He compensated for the low unit price by

having the demonstrators push multiple sales of three packages at a time, thus bringing up the average price per unit of sale.

Value of Demonstrators

We may safely conclude that if you have a special problem such as introducing a new product or quickly finding out why an old one is not moving, you can profitably use demonstrators. Be sure to have a specific objective in mind. If you send demonstrators into the field and expect sales to jump magically and stay up, you may conclude your money did not produce maximum results. But if you have a specific problem, such as those noted here, you may find expensive demonstrators are the least expensive and quickest way to solve your problem or get the information you need.

One last caution, Uncle Sam considers demonstrators in the same class as any selling aid offered to retailers. Under the Robinson-Patman Act the manufacturer must apportion such point of sale aid in a non-discriminatory manner.

Cash or Merchandise Allowances:

Occasionally firms make cash or merchandise allowances to grocers in return for displays to be put up by the retailer.

The Charbonneau Packing Corp. offered 20c per case allowance to introduce "Tree Top," a new brand name for their apple juice. In return the grocer was to put up store displays. To qualify in the allowance a grocer had to order five cases and maintain a minimum five-case display for four consecutive weeks. A definite expiration date was set.

Undoubtedly, there is a degree of success in a short-term offer such as this, although there is always the question of whether big outlets doing the important sales volume will bother with it, or if they do put up the display and take the allowance, whether they will actually abide by the stated terms. It also throws a heavy burden of checking on salesmen. Unless carefully watched it may result in small grocers complying, getting their cash allowance, but contributing relatively little to increased sales.

Another company offered a display allowance of one case free for every three purchased. The initial idea was to secure floor displays. The offer ran indefinitely. The purpose was forgotten, and the net effect was merely to lower the price of the product because grocers bought four cases for the price of three.

Many food men believe that in-

BOTTLED MILK ★ ★ ★

One of America's Biggest and Richest Basic Food Industries

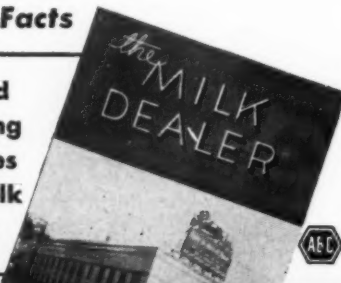
and a MASS MARKET for Machinery, Equipment and Supplies

Storm, sleet, or snow . . . your milkman always gets through. There are many thousands of him; millions of bottles of milk to be delivered, every morning, on time. A miracle of modern food processing and transportation; a daily ocean of milk to be gathered from farms, pasteurized, cooled, bottled, and delivered. It takes many thousands of plants to do this; a vast personnel to operate the spotlessly clean gleaming sanitary equipment, and to man the endless caravan of trucks required to bring a morning-fresh bottle of milk to America's tables. It's a huge industry. Annual equipment and supply purchases run into millions of dollars . . . a quick responsive market for hundreds of important products in addition to the major items of plant machinery, equipment, and supplies. You can sell this rich, thriving, always-active market through one time-tested medium — "THE MILK DEALER" — first in ABC circulation, first in reader interest, first in advertising results.

Write For Survey Facts

Free to advertisers and advertising agencies: marketing, merchandising data, and live survey facts to help you plan more effective advertising and increase your sales to the dairy industries. Lists and addressing-mailing services at moderate cost.

**Preferred
by Buying
Executives
in the Milk
Industry**



THE OLSEN PUBLISHING COMPANY

1445 N. FIFTH STREET

MILWAUKEE 12, WISCONSIN

GAIR CONTAINER SERVICE EMBODIES THE FACILITIES

of having a **CONTAINER PLANT** right in your own "BACK-YARD"

GAIR Container Service is GAIRanteed to embrace Four Outstanding Features...

- ① Speedy, dependable shipping service.
- ② **TECHNICAL** cooperation...replete with new ideas for packing and shipping merchandise.
- ③ **TECHNICAL** advice on proper methods of sealing containers, by hand or by machine.
- ④ **TECHNICAL** information...relative merits of corrugated, solid fibre, jute and Kraft.

Write for your Free Copy of

- A Sealing of Corrugated and Solid Fibre Containers, or...
- B Container Handbook.



ROBERT GAIR COMPANY, INC.
NEW YORK • TORONTO

PAPERBOARD • FOLDING CARTONS • SHIPPING CONTAINERS

Approbation from
Mr. McKibbin
is praise, indeed!

"Whenever you feel you have an important story to tell but no space on your label to do it, give some thought to OUTSERTS. They're little folders stuck to the top of a jar or container. As their name implies, they are like an insert in appearance but they're put on the outside instead."

"Quotation from Mr. McKibbin's article—"Eight Vital Factors in Effective point-of-sale promotion."

TELL 'EM to SELL 'EM

via

OUTSERTS



Varied uses, cross adv. and premium offers on the container make the Sale, keep 'em Sold and speed the Re-sale.

Write for details and samples.

Outserts are container-sealed folders labeled by hand or machine to the outside of your package.

OUTSERTS, INC.

11 W. 42nd St., New York 18 N.Y.
Chicago San Francisco

Eastern Rep.
Eureka Specialty Printing Co.
Scranton, Pa.



THE TASTE TELLS: So say S & W Fine Foods, who have had twenty years of experience in building sales through demonstration. This type of merchandising results both in sales after sampling, and repeat business for quality products.

stead of "buying" displays they should "sell" the grocer by showing him how displays will increase his sales. Allowances often result in "buying" displays only during the period of the discount. If a grocer is sold on the value of displaying your product, he will be glad to display it without your having to resort to an allowance.

However, most grocery chain executives to whom I have talked like cash display allowances. They figure that in order to make a net profit equal to the allowance they would have to sell a great many units of the product. So, by and large, you will probably find grocers interested in your special allowance.

The question you must ask yourself is: "Will it do the job I require of it?" If you want special displays during a period of special promotion or for other selling reasons, an allowance may be the quickest way. But if you want displays every month of the year in as many stores as possible, don't get your dealers accustomed to handouts in the form of cash or merchandise allowances, unless you intend to continue them.

Free Deals, 1c Sales, 2 for the Price of 1, etc.: Grocers like Norman S. Rabb, vice-president of Stop and Shop, Inc., Boston, and grocer groups like Nargus have expressed strong opinions on this subject.

Their reasoning is that a package of merchandise sold for 1c carries no margin of profit for them. It results

in customers purchasing two packages (twice normal supply) but paying the grocer profit on one. To the grocer, this means at the end of a year he makes no extra sales, hence no extra profit. He feels he becomes the unwilling tool of the manufacturer making the offer.

The manufacturer feels he is the one taking the big loss (and so he is). Still he may be wise to consider the grocers' position, and accede to the retailers' desire that 2c or 5c sales be substituted for the 1c sale, with the dealer retaining the full price of the deal package as his normal profit on its sale.

Whether such a practice will cut response to an offer is a moot question.

Current consumer interest in saving pennies on high food bills directs particular interest to 1c sales and free deals. Their selling effectiveness is unquestionable.

Coupons: Not generally thought of as Point of Purchase promotion—but Heinz did it successfully last year. Coupons good for one can of soup free were given to grocers. Upon purchase of three cans of Heinz Tomato Soup a housewife could secure a coupon from the grocer entitling her to a free can of any other variety of Heinz Soup.

Distributing coupons in this manner at the Point of Purchase requires that the grocer control their issuance. He may or may not offer them equally to all his trade. Favoritism

may color his decisions or he could conceivably take the discount on his invoice without actually giving any customer the benefit of using the coupons (even though the coupons are supposed to be signed with the name and address of the purchaser). Obviously when coupons are mailed or otherwise distributed to doorsteps there is less chance of their being given wholesale to a small group of consumers.

SALES TRAINING

All the knowledge of management, all the know-how, the posters, the plans which are designed to increase sales come to naught if they are not used by the sales force.

This point has been stressed over and over by operating sales managers and advertising managers, such as George Mosley, advertising manager of Seagrams. General Foods post-war sales training program teaches their men Point of Purchase selling techniques. The General Foods sales manual has been completely revised. Its aim is to make merchandisers of their men—merchandisers who can work shoulder to shoulder with grocers to move General Foods products off shelves into market baskets.

Most salesmen have the perfectly natural impression that their job is to sell to the retailer. He's the man on whom they call and to whom their merchandise is delivered. But, as pointed out at the opening of this article, trade sales are not true sales. Only consumer sales are real sales. Hence, your salesmen must be trained to concentrate on *consumer sales*.

We know the salesman who calls on the most customers per day doesn't necessarily do the most business. Nor is the low-call man always the biggest producer. A good salesman must use his judgment. Unquestionably an hour's merchandising work in a \$1,000,000 super market pays dividends in the form of increased consumer sales. The same amount of sweat and labor put into a "mom and pop" store may be an almost complete waste of time, saleswise.

The obvious solution is to use only quick merchandising methods in small stores and confine time-consuming work to the relatively small per cent of large stores that do the big per cent of total food volume. The actual number of these larger volume outlets is not great compared with the total of all sizes of grocery stores.

Concentrate on Upper Third

Seventeen and five-tenths of the total of all grocery stores do 63.6% of

SPICE shelves, package shelves . . . cabinet hardware . . . builders' hardware — these are just a sprinkling of 100-odd products for the home turned out by Tacoma's Washington Steel Products, Inc. The workman above is stamping out metal

parts at a giant press in the firm's newly constructed Tacoma plant — one more of the many, many diversified industries which make the Tacoma-Pierce County metropolitan market so important. It's a vital, dynamic SALES area — one demanding coverage!

The **TACOMA** News Tribune
Represented Nationally by Sawyer, Ferguson, Walker Co.

No "outside" newspaper gives you adequate coverage in Tacoma-Pierce County. These new percentage-of-coverage figures tell why:

TACOMA NEWS TRIBUNE	80%
Second Tacoma Paper	50%
Seattle Morning Paper	9%
Seattle Evening Paper	3%

CALL

DWINELL DISPLAYS PLASTICS

for

EXPERTS IN
PLASTICS
CARDBOARD
SILK SCREEN
COLLOTYPE
LITHOGRAPH
GLASS
BENT GLASS
FIRED GLASS
METAL
WIRE
MASONITE
PLASTER
PAPER
COMBINATIONS

Come to display headquarters for best results in plastics, displays and display racks, posters, lighted signs, cutouts, electric clocks, sales promotional items, miniatures and models, action displays . . . made to pack a real sales punch! Dwinell knows how. Let our creative department help you. Call your nearest representative today . . . or fill in the coupon below. No obligation.

Representatives Phone Nos.
Birmingham, Ala. 9-8437
Buffalo, N. Y. 9-8437
Cleveland 8549
Chicago, Ill. Central 5184
Cincinnati, O. Main 4229
Cleveland, O. Lakewood 2632
Dallas, Texas Riverside 6051
Denver, Colo. Cherry 5467
Detroit, Mich. Pingree 7766
Houston, Texas Keystone 3-4425
Kalamazoo, Mich. 2-6766
Kansas City, Mo. Victor 7005
Louisville, Ky. Clay 8874
Memphis, Tenn. 37-2321
New Orleans, La. Raymond 2542
New York City, N. Y. Watkins 4-7780
Omaha, Neb. Walnut 3709
Philadelphia, Pa. Sagemore 2-6363
St. Louis, Mo. Chestnut 5248
Wichita, Kansas 4-6747

A few choice territories still available.

CLIP
and
MAIL
TODAY!

CHARLES L. DWINELL CO. Dept. 501
119 W. 8th St., Kansas City 6, Mo.
Please have a representative call, bringing complete information about

NAME _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____

A Sales Incentive Campaign Did It



1st Week
Increase

9%



2nd Week
Increase

20.2%



3rd Week
Increase

37.3%



4th Week
Increase

42%

Merchandise
Incentives
Furnish
the Drive

These are actual sales figures resulting from a Cappel, MacDonald Merchandise Incentive Campaign . . . sponsored by a leading sales organization. Whether you employ ten salesmen or ten thousand salesmen, Cappel, MacDonald can show you, too, how to increase sales at minimum cost.

Write for our "Portfolio for Sales Executives."



CAPPEL, MAC DONALD and COMPANY

Cappel Building

Dayton 1, Ohio

Branch Offices in Principal Cities

the grocery business. The upper third of all grocery stores are the ones that will repay your salesmen for time spent on Point of Purchase merchandising. In Los Angeles the top 30% of the stores do 82.1% of the business. In Detroit the upper 30% do 75.8%; Chicago 82.6%; Boston 76.9%; Washington, D. C., 75.7%; Baltimore 75.4%; Cleveland 75.8%; Philadelphia 73.1%. In the United States the top 30% do 71.1% of all food sales.

Although these figures are based on aging United States Census findings, the trend is to even greater concentration of sales. In 1936 A & P operated 14,900 stores. As of June 1, 1947, they had only 4,998, of which 1,670 were super markets, the average sales of which exceed \$500,000.

Today it is truer than ever that your salesmen's merchandising time should be spent largely in the upper 20 to 30% of grocery outlets. In the larger outlet time can be profitably spent building a floor stack, rearranging shelf stock, getting better shelf position and spread, etc. A salesman can even afford to stock shelves which have been emptied.

Merchandise All Stores

This does not mean that merchandising should be confined to large stores. It can and should be carried out in all stores. In the little outlet there is quick merchandising to be done: putting up shelf strips, or other display pieces, bringing in a related item piece, setting it up in the logical place with one package of each of the items and suggesting that the grocer carry on from there, etc.

The important point for every salesman to remember is to walk into every store with merchandising on his mind. When a salesman can create consumer sales for his product he can be sure the grocer will order more to replenish dwindling back-room stocks.

A salesman must be trained to appraise automatically the Point of Purchase merchandising he can logically expect to get in each store. He must be aware of color contrasts, competitive prices, etc. Before asking for an order, the salesman would do well to check back-room stocks and ask permission to put up a floor stack if there is enough merchandise to do it. When he has used five to 20 cases in a floor display he can honestly tell a grocer his back-room stock is depleted, that the floor stack will likely sell most of what's in it and then suggest another 50 cases to fill up the stock room. Instead of high pressuring for an overload, he has created a vacuum into which an order is sucked.

Above all, salesmen must be con-

COMING SOON...

● A NEW STUDY OF THE
\$5 BILLION PACKAGING MARKET
to help you plan your selling and advertising

PACKAGING IS BIG BUSINESS

The Department of Commerce in June, 1947, rated the design, testing, production, shipping and merchandising of packages as a five billion dollar business. Considered as a separate industry, packaging rates as one of the largest in the country — larger than steel and machinery, larger than the automobile industry at its 1939 level. And its volume is increasing as more products find their way into packages and more labor-saving packaging machinery goes on the production line.

AN ACTIVE, FLUID MARKET

Faced with increasing competition and shrinking profit margins, manufacturers are closely scrutinizing packaging materials, methods and equipment. They are eagerly searching for ways to cut production, distribution and sales costs, and improve the style, sales appeal, product protection, brand identification and take-home-value of their packages.

Always a fluid market, the packaging industry is in a ferment of change as products move from one type of container to another. Packaging's basic forms—the metal can, glass jar, paper wrap and boxboard carton — have all been improved. New materials, and some

old ones that were never used in packaging before, have made inroads in the market—materials like aluminum, plastic films and fibers to name but a few. And these changes in material often mean a change in equipment all along the line.

ADDITIONAL MARKET DATA COMING

Modern Packaging presents this study as the first part of a complete and continuing analysis of this lucrative and growing market. Future data sheets and studies will contain current statistics and further information on how the industry buys, what it buys, and how it is organized—all designed to help you evaluate your product in terms of this market and to help you plan your advertising and selling to it. You'll find these sheets easy to file in the handy file folder the first study comes in.

"MUST" READING FOR SALES-MINDED EXECUTIVES

Get your name on the mailing list for this complete analysis by reserving your copy of the study now. Just tear out and send us the attached coupon.



32 PAGES OF ILLUSTRATIONS, CHARTS AND TEXT
CONTAIN CHAPTERS ON:

- Size of Packaging Market
- Industries That Comprise the Field
- What the Packaging Field Buys —
 - Materials and Supplies
 - Containers
 - Machinery and Equipment
 - Services
- Buying Influences
- Why Packaging Is a Horizontal Market
- Growth of the Packaging Field
- How Various Company Departments Influence Buying

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"The Packaging Market and How to Reach it."

Name.....
Position.....
Company.....
Products.....
Street.....
City..... Zone..... State.....

Modern
packaging
MAGAZINE

122 East 42nd Street, New York 17, N. Y.

NOVEMBER 1, 1948

mention...

Sales MANAGER

PROPER EQUIPMENT
IS HALF THE SALE



22B

HEAVY DUTY SAMPLE BAG

Top Grain Cowhide in Black or Brown. Cowhide straps completely around form into handles at the top. Individual lock-stitching. Bottom heavily reinforced. Wide center pocket and a narrow pocket on each side. Adjustable lock.

22B16" x 11" x 5 1/2"\$15.00
22BA18" x 12" x 7"16.50
22BB20" x 12 1/2" x 7"20.00

22D



22C

EXECUTIVE BAG

Lock and frame. Brass Lock. Wide center pocket and narrow pocket on each side. Reinforced corners. Heavy stitching. Brown or Black Top Grain Cowhide.

22D16" x 12 1/2" x 5 1/4"\$15.50
22DA18" x 13" x 6 1/2"17.50

BRIEF BAG

Solid bottom. Reinforced corners. Lock and frame style. Brass Yale Lock. Wide center pocket and narrow pocket on each side. Black or Brown Top Grain Cowhide.

22C16" x 12" x 7"\$23.50
22CA18" x 13" x 8"26.50

Write for Luggage Catalogue 49A

*Above net prices subject to 20% Federal Excise Tax

LUXOR LEATHERCRAFT
CORPORATION

29 W. 34th St., New York 1, N.Y.

vinced "Selling is Merchandising," that Point of Purchase merchandising sells the consumer. They must be trained to think merchandising is their primary job. They must be sold on the fact that their sales and advancement rest on success in creating consumer sales. Human beings that they are, salesmen naturally hesitate to go looking for trouble in every store by hauling out 20 cases of coffee to build a floor stack or washing windows to doll up a window display. But once they are honestly convinced that Point of Purchase merchandising is their principal aim they will absorb your teaching. Most important of all, they will carry it out.

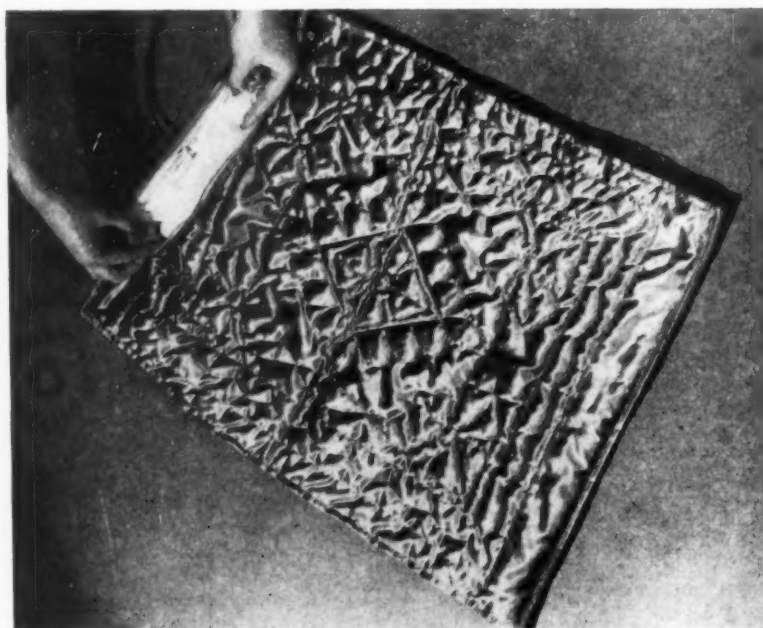
A salesman should not only ask for the order in every store; he should carry out or ask for at least one Point of Purchase merchandising job in every store whether or not he gets an order. For it is sales created by merchandising that lay the path for orders.

Although Point of Purchase merchandising begins with top management and such vital factors as packaging, its sales producing end is a sales force convinced of the importance of Point of Purchase merchandising and eager to carry it out.

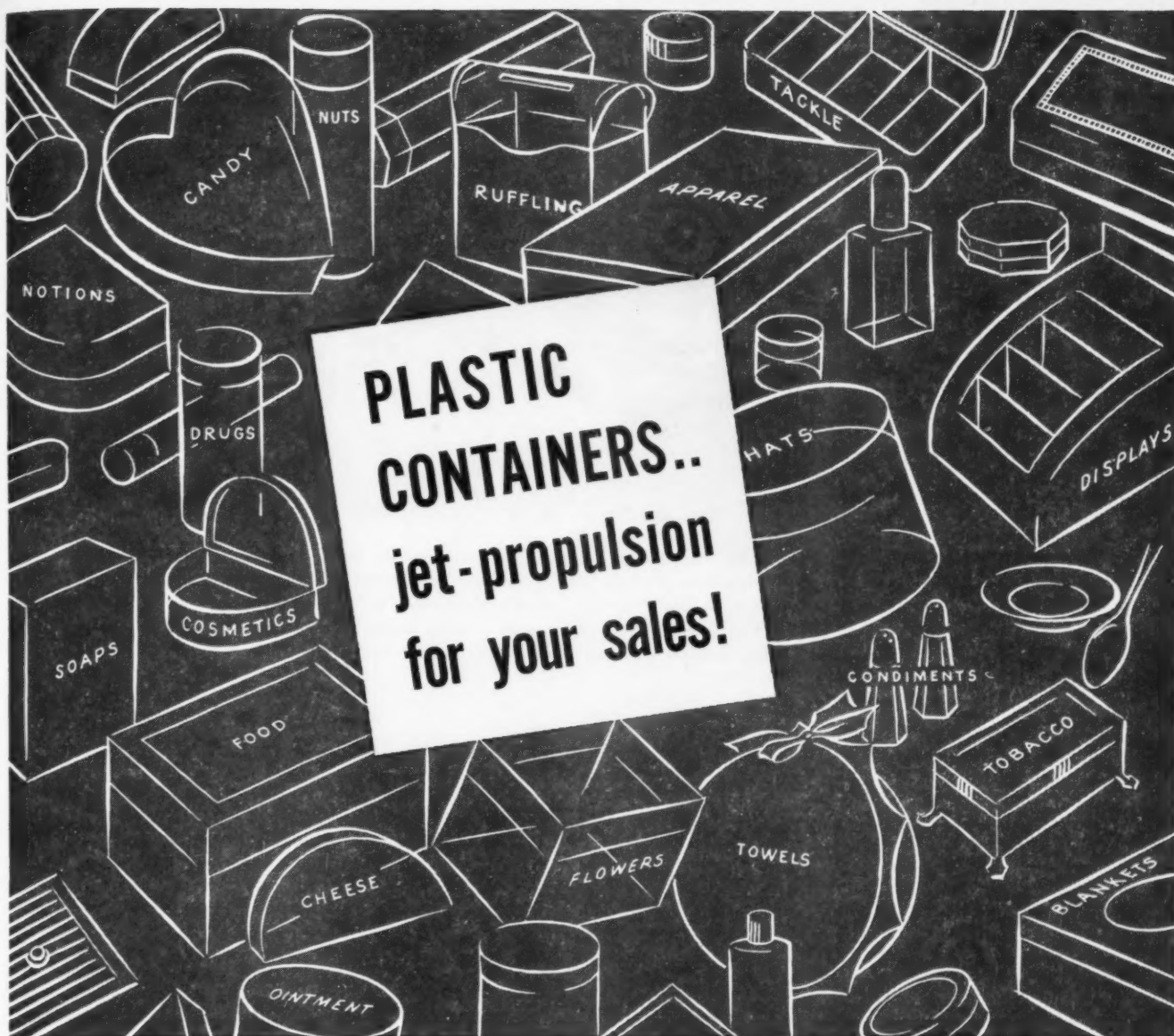
Conclusion

Point of Purchase merchandising is the one form of selling that affords you continuous opportunity to put your product before the consumer when she has (1) Merchandise on her mind; (2) A shopping bag in her hand; (3) Money in her purse.

Photo credits: Photos on pages 52, 56, 66, and 86, by Grocer Graphic; on page 64 by Progressive Grocer; on page 80 by Premium Practice; on the bottom of page 60 by Forbes Lithograph Company.



Miniature Model: This 18 by 24-inch electric comforter is a promotional and demonstration aid for Westinghouse Electric Corporation's double bed size comforter. With it, salesmen can readily explain and show how the comforter works. The only difference between miniature and regular size electric comforters is that the electrical circuits in the model are fixed so the model cannot inadvertently be attached to an electric outlet.



No matter what you sell, it's almost certain that a plastic container...your original design or one already in existence...will make it *sell faster*.

It's been proved time and again on the busiest counters in America... that plastics' brilliant colors, or crystal clear full views, their extra protection, re-use possibilities and light weight... can do an unexcelled selling job. (Actual tests prove that merchandise in Vuepak, Monsanto's transparent packaging material, outsells the same product in "blind" opaque packages SIX TO ONE!)

With modern high speed production these

super-selling plastic containers, that can be molded economically from Monsanto's Lustron or Lustrex, or fabricated from Vuepak, pay for themselves over and over. It's possible today to get a plastic container almost any shape, size or color with almost any type closure or hinge device with embossing or printing...

See your box supplier today... or send the coupon below for full plastic container information. Monsanto has just completed an industry-wide survey of plastic containers ready-to-use... to help you get an economical start with a plastic container. Vuepak & Lustron: Reg. U. S. Pat. Off.



MONSANTO CHEMICAL COMPANY. PLASTICS DIVISION
Dept. SMP 11, Springfield 2, Mass.

- ☐ I am enclosing my requirements for the package I am planning or want to improve.
☐ I wish information on injection molded boxes of Lustron and Lustrex.
☐ I wish special information on Vuepak for packaging.

Name _____ Title _____

Firm _____

Type of business _____

Address _____

City _____ State _____

SERVING INDUSTRY... WHICH SERVES MANKIND



TUPPER TELLS ALL: Out for the mass market, Tupper Corp. overlooks no opportunity to tell consumers about the practical advantages of Poly-T, or to disseminate information about other items in the Tupper line. Label shown at right, for sugar bowl and creamer, is typical of Tupper label style: "Feather-light, cannot chip or crack. Snug-fitting, spill-stopping covers have handy, hammered aluminum handles. Creamer has exclusive non-drip spout—equally useful as sauce or syrup pitcher."

It's a Trend: The Use of Informative Labels on Plastics

BY ETNA M. KELLEY

Producers, processors and retailers are beginning to see eye-to-eye about the need for skillful descriptive labeling on the varied products now made wholly or partially of synthetics. Labels, generally, answer three important questions: What is it? What valuable qualities does it possess? And, how shall I best take care of it?

Some of the leading producers of raw plastics set up information labeling programs a decade or more ago, but it became increasingly apparent that a job of much wider scope was necessary in the best interests of the entire industry. Now, at last, there are indications of concerted action on the part of producers, processors (fabricators and molders), and retailers. In view of the fact that production of plastics has risen from 150 million pounds in 1936 to 10 times as much for this year, the informative labeling program of the industry falls into the "It's-about-time" class.

The delay is understandable. It grows chiefly out of the complex nature of the industry. There are hundreds of different kinds of plastics in

general use, with widely varying properties. The satisfaction they give depends on the use made of them and the care given them. People want to know, for instance, whether plastic dishes can be washed in hot water; whether liquor glasses may be set down on a plastic table cloth; whether a plastic mirror can safely withstand being spattered with perfume or hair tonic?

Granted that informative labels are needed, who is to decide what to put on them? Who should furnish them and pay for them? How should they be distributed? How can unscrupulous fabricators be prevented from using on inferior products labels they obtained from producers of high-grade raw plastics for use only on

items made of their materials? These and similar problems have plagued responsible members of the industry. Nevertheless, they now realize that labeling is essential. A committee has been formed among members of the Society of the Plastics Industry to set up an informative labeling program. Working closely with the committee and actively supporting it, are the National Retail Dry Goods Association and the National-Consumer-Retailer Council.

Over a year ago, George H. Clark, president of the Society of the Plastics Industry (known familiarly as the SPI), appointed Allan Brown, vice-president of the Bakelite Corp., to investigate the subject of informative labeling for plastics. Recommendations in the comprehensive report submitted by Mr. Brown are serving as a springboard for the establishment of the program. Elmer French, general sales manager of the Firestone Plastics Co., is chairman of the committee.

The function of the informative label on plastic merchandise is that of answering such consumer queries as: What can I expect of this material? How shall I take care of it? Re-

sponsibility for providing answers to these questions in readily available form lies with the producer of the raw material, the fabricator or molder, and the retailer. In many instances, teamwork is needed to insure having the label attached to the merchandise at the time of purchase.

Up to now, producers of raw plastic have been most active in labeling, both for brand identification and to provide information. There have been times when fabricators and molders have been indifferent toward labels made available for the items they manufactured. Such indifference usually vanished in the face of consumer advertising campaigns, such as that of Bakelite Corp. More recently, some up-and-coming fabricators and molders have inaugurated their own labeling campaigns, with marked success.

Retailers, who must bear the brunt of consumer complaints, have long wanted informative labeling. In a talk before the SPI last May, Harold W. Brightman, president of Lit Brothers, Philadelphia, stressed need for educating the public with respect to plastics. He recommended not only informative labels and tags, but informative advertising, informative signs, and, "particularly, better informed salespeople." He described the ideal informative label as one telling what the product will do,

JUNIOR SALESMEN: Well-designed informative labels are really short sales talks.

Left, top: Bryant Electric Co. provides a simple circular tag to be attached to cups made of "Hemco." It gives washing instructions, warns against placing in oven or on hot stove. Page shown to the right is from a 4-page leaflet enclosed with sets of Hemco dishes. Left, center: Lampshades made of Celanese Corp.'s Lumarith wear this appropriate tag informing the purchaser that the shade may be cleaned with a damp cloth. Right, center: This label for an infra-red heat massage vibrator shows that the appliance is housed in Lumarith. Reverse side gives detailed directions for use, includes guarantee.

Left, bottom: Typical informative tags for products made of two U. S. Rubber products, Naugahyde and Naugelite. Inside of Naugelite tag suggests product be kept free from oils and greases, that it be sponged periodically with mild soap and warm water. Reverse of Naugahyde tag carries copy quoted in the accompanying article. See page 98.

Care for your HEMCOWARE DINNERWARE

and it will give you long and excellent service.

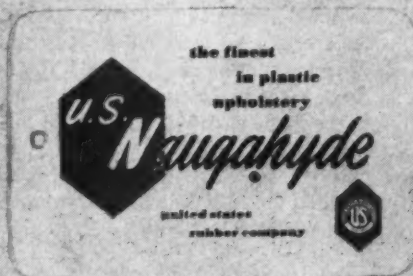
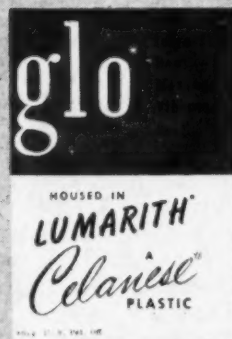
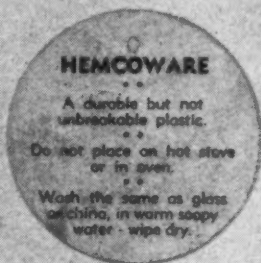


Plastic dishes require a slightly different type of care than glass or china and with a little attention will give you superior service.

THE BRYANT ELECTRIC COMPANY
HEMCO PLASTICS DIVISION

BRIDGEPORT 2, CONNECTICUT

A subsidiary of Westinghouse Electric Corporation



what it is made of, how it is made, how to care for it, recommended uses, and name of the manufacturer, distributor and sponsor. He pointed out, however, that not all this information is needed by processor, retailer and consumer, for every plastic item. He mentioned the difficulties of terminology. He gave case histories, telling of quick burning of a plastic apron, when the wearer unwisely used it to grasp the hot handle of a stewpan; of the quandary of a shopper confronted with three plastic table coverings, quite similar in appearance, but the most expensive double the price of the lowest priced. In either case, informative labels would have saved the day.

Perhaps it is because the fabricator or molder is closer to the retailer and therefore, to the consumer, that some of their recently established labeling programs are so effective.

Trade Name Featured

Take the Tupper Corp., for instance, whose Tupperware has won enthusiastic acceptance within the last few years—orders ranging from one to 7 million nesting cups for American Thermos Bottle Co., and 50,000 tumblers to sell with Tek toothbrushes, to smaller quantities of tableware sold through a variety of outlets. Tupperware is made of DuPont's polythene and Bakelite's polyethylene, with certain refinements developed by Earl Tupper, head of the company. The company has adopted the trade name "Poly-T" for its material, and this is featured in descriptive labels and booklets which accompany all Tupperware items. Though these vary from simple tags to illustrated booklets, all are highly informative, with lists of the characteristics of Poly-T (Its most newsworthy quality is flexibility.) and suggestions for uses. The trade name of the material and logotype of the manufacturer (the word "Tupper" in an elongated oval) are shown prominently on all labels and booklets.

Another maker of tableware doing a good labeling job is the Hemco Plastics Division of The Bryant Electric Co., subsidiary of Westinghouse Electric Corp. R. H. Cunningham, the firm's sales manager, a member of the SPI Labeling Committee, believes that the "simplest and best form of (consumer) education is through informative labeling." Hemco labels approximately one and one-half million pieces a year. Samples: A small circular tag attached to cups likely to be used for coffee, with such instructions as "Do not place on hot stove or in oven . . . Wash the same as glass or china, in warm soapy water

—wipe dry." A small blue and white leaflet, enclosed with Christmas package sets of children's dishes, gives the properties of Hemcoware and instructions for care. A larger booklet packed in sets of tableware retailing at \$5.50 and up, carries an illustration of a table setting with Hemco dishes and gives a more detailed version of the data usually furnished on informative labels.

Distributors Won Over

Hunton Plastics Co., Englewood, N. J., whose business is thermoplastic fabrication, can be considered a pioneer in informative labeling. For the past three years this firm has been attaching to its products an attractive label. One side bears the Hunton coat-of-arms, the other pertinent information: that the item is made of an acrylic, either Lucite or Plexiglas; that it is stronger and clearer than fine glass; that it should be cleaned with soap and water and a soft cloth or sponge, but no abrasive; that it should not be subjected to heat higher than 170 degrees. According to Charles H. Hunton, the firm's president, most large department stores and gift shops (Hunton's outlets) did not at first welcome the idea of using the labels, but "We stuck to our guns and insisted that our products would be sold only with our label. . . . Within a few months even the most stubborn agreed that it was a good idea. . . . We would be very happy if our competitors would all do the same."

Policing Problem

Since the producer of raw plastics has in his trade name a larger investment than the manufacturer of the end products, his incentive to use brand labeling is much greater than that of the latter. He also has reason to favor informative labeling. He has the responsibility of educating fabricator, molder and retailer with respect to what can be expected of his particular plastic product. Theoretically, he should want the retailer to be well informed in that respect, and instructed in methods of caring for objects made of his plastic. But there's the policing problem. Many fabricators and molders buy from numerous sources. If labels of a reputable producer were turned over to an unscrupulous molder who found himself saddled with an over-supply of, let us say, plastic dishes ugly in color and design and easily breakable, what's to prevent the unscrupulous molder from using those labels to dispose of his inferior merchandise?

Even when the fabricator uses the plastics of a reputable manufacturer,

he may turn out products which, in the eyes of the plastics producer, do not merit the label of the latter. Faulty construction, poor design, or misapplication of the material might engender retailer and consumer ill-will and this would usually be directed not to the fabricator, but to the better known manufacturer of the raw plastics.

Manufacturers realize the public must learn to live with plastics; that is, to use them and care for them correctly. Major part of the burden of educating the public must be assumed by the makers of the raw plastics.

Bakelite Corp., unit of Union Carbide and Carbon Corp., has pioneered in establishing brand and trade-mark identification for its plastic products. Through advertising and lectures with demonstrations, the firm conducts a continuing industrial consumer and retailer educational campaign for its BAKELITE and VINYLITE brand plastics.

The trade-mark BAKELITE has been well established for many years. Current emphasis in the retail field is on the term VINYLITE, registered trade-mark identifying a more recently developed line of plastic materials used for numerous consumer items. There is also a "Trefoil" trade-mark, used in addition to the term VINYLITE on elastomeric film and sheeting fabricated by Bakelite Corp. Finished articles and end products made from VINYLITE plastics are not made by Bakelite, but are produced by other manufacturers. The company sells these manufacturers—at cost—tags, labels, cards, and stuffers featuring the trade-mark and Trefoil, and items of information telling about the plastic. These manufacturers are encouraged to have their products tested by Better Fabrics Testing Bureau at Bakelite Corporation's expense.

Advertising Aids

The company's current advertising campaign includes color pages in such publications as *Mademoiselle*, *Better Homes and Gardens*, *Ladies' Home Journal*, *The Saturday Evening Post*, and *Parents' Magazine*. Copy shows items made of VINYLITE such as handbags, belts, garment bags, inflatable beach accessories, shower curtains, baby needs. In each insertion the VINYLITE trade-mark is featured, with the informative label treatment of copy telling the characteristics of the particular product made of the plastic. For example, a shower curtain is "waterproof and resistant to mildew, readily cleanable . . . pliant . . . longer wearing."

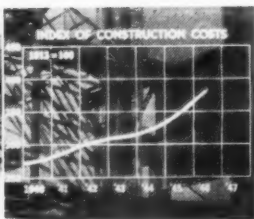
Bakelite has issued three books on



"Human Steel"

"Unfinished Business" is the new dramatic motion picture produced for the United States Steel Corporation, through the Jam Handy Organization, to show some of the latest advances in the long continued progress of "Big Steel."

To heat-treat hard metal with the warmth of human interest is hard business, but with professional talent of high calibre, supported by good organization, it can be done and well done.

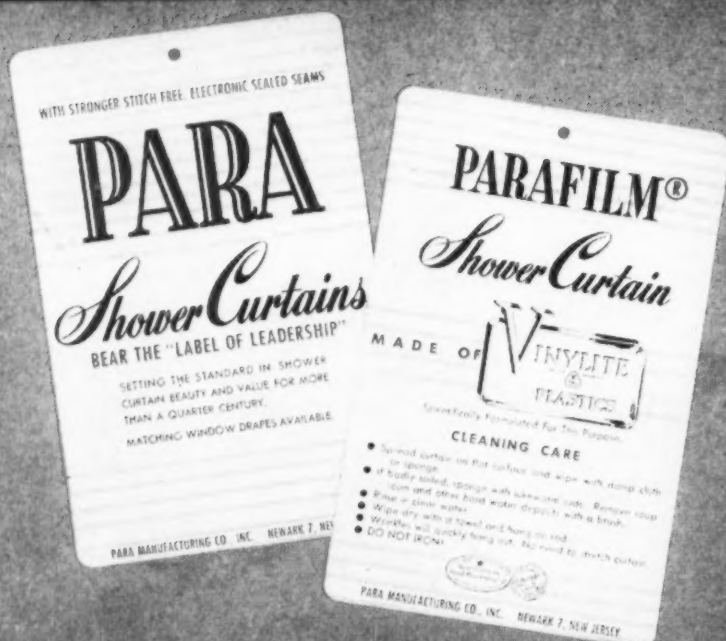


The
JAM HANDY
Organization

for Human Interest

VISUALIZATIONS • TRAINING ASSISTANCE
SLIDEFILMS • TELEVISUALS • MOTION PICTURES

NEW YORK 19 WASHINGTON, D. C. 6 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 LOS ANGELES 28



TEAM-WORK between Bakelite Corp., makers of Vinylite, and Para Manufacturing Co., makers of Para shower curtains, produces a sturdy, literate and persuasive tag which capitalizes on Vinylite name, gives clear cleaning instructions.

this subject for retailers. One recurrent recommendation in these is that the term VINYLITE be capitalized or otherwise set apart. (Plastics producers like the makers of the *Kodak* and the *Frigidaire*, suffer the penalty of finding the names of their more popular products pass into the generic-term class.) One of Bakelite's booklets, "News and Views of VINYLITE Brand Plastics," is distributed to members of the staffs of 1,500 department stores.

Rohm & Haas' acrylic plastic, PLEXIGLAS, is well known to industrial users, to fabricators and to retailers, but somewhat less well known to the consuming public. The company supplies informative labels to fabricators, for retail articles made of PLEXIGLAS which, in the opinion of the officials, represent good applications. Salesmen, who closely watch applications of the material, are the source of information on this point and recommendations originate through them.

Rohm & Haas, Philadelphia, began manufacturing PLEXIGLAS in 1935 and had won fairly good acceptance for it when the United States entered the war and most of the firm's output was earmarked for military needs. Used extensively by the Army and Navy for airplane gun turrets, bomber noses and canopies, it became well known to those associated with the aircraft industry and to aircraft personnel.

Since war ended, the company has concentrated on industrial and commercial markets, though PLEXIGLAS

also appears in many consumer items. It is used extensively in making architectural and decorative units, and in making signs, display units and point-of-sale aids.

Various Types Used

The management of Rohm & Haas is conscious of the value of brand identification and of educating users to a knowledge of the characteristics of PLEXIGLAS and of methods of taking care of it. The nature of its chief markets has influenced the manner of disseminating this information. Here are some examples:

For Steiner Plastics Manufacturing Co., Long Island City, N. Y., which uses PLEXIGLAS in manufacture of display aids, the company furnishes inserts to be included with shipments of these products. These are strictly informative, with a list of "Do's and Don'ts": "Do dust and clean with a soft, damp cloth or chamois . . . Do use pure soap and lukewarm water, if cleaning agents are necessary . . . Do not use boiling water, strong solvents, . . ." etc.

For department store personnel, the company has distributed an informative booklet titled "To Help You Sell Plastics." Department store, gift and art shop buyers are also reached through business paper advertising.

Some consumer items are marketed with the informative, blue and white parallelogram-shaped label the company uses. These are offered to fabricators through the company's sales-brand labels for its family of plastics men, for particular items which meet

Rohm & Haas' standards of fabrication and design. The labels are of different sizes, but all carry the trade name in characteristic lettering, and a brief description of the material, with instructions for taking care of it. Small stickers, for brand identification only, are also offered, generally for use in conjunction with the label.

DuPont Co. is at present revising its labeling policy. It furnishes informative labels to manufacturers for objects made of "Lucite," its acrylic, and for objects made of nylon. Nylon is manufactured only by DuPont, which holds patents on the process. The word nylon has become a generic term, but the company endeavors to associate the product with itself by advertising "DuPont Nylon."

The Plastics Division of Celanese Corporation of America has encouraged use of informative labeling. Labels on items made of LUMARITH (the company's plastic), or incorporating it as one of their components, range from the brand identification type to the strictly informative. A tag supplied to manufacturers of lamp shades is in the shape of a lamp shade, with each side bearing the same design, a rose-and-white banner reading, "Made of LUMARITH, a Celanese Plastic," and the words, "May be cleaned with a damp cloth." A tag for a saw made by Great Neck Saw Mfrs., Inc., is smaller, but gives more details about the LUMARITH handle, "tough, strong, chip-proof—permanent color clear thru." A label for Pearl-Wick hampers, made by Gleitsman, Inc., is truly informative, with an itemized list of characteristics, and considerable emphasis on the "synthetic pearl cover of Celanese plastic." Finally, there is the orthodox label attached to packages of sheets of LUMARITH to be used for gift, food or sandwich wraps; book covers, storing linen or silverware, etc. The words LUMARITH and CELANESE are both prominently featured, and one-third of the label space is devoted to a list of characteristics of the product.

American Cyanamid Co. has issued two informative labels for tableware molded of its product, MELMAC. Several thousand of one kind were distributed to molders, to be passed on to distributors and jobbers. Another kind, designed for consumers, has been furnished to molders to be attached to the merchandise, which is extensively used in lunchrooms, cafeterias and other institutions. Information and instructions printed on these leaflets were evolved from comprehensive tests made in restaurants.

United States Rubber Co. uses brand labels for its family of plastics

MORE

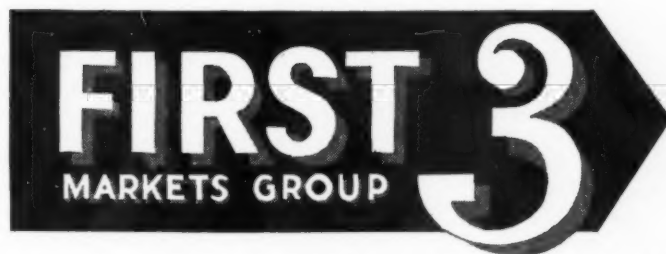


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Give your advertising **MORE POWER** in the *Rich Industrial North and East*. With **FIRST 3 MARKETS GROUP** you get the greatest coverage offered by any single medium in each of the first 3 markets of the country with finest rotogravure and colorgravure reproduction assuring maximum package and product identification.

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It's GOOD BUSINESS TO SAY: "Ship Railway Express!"



RAILWAY EXPRESS offers you a complete transportation package. Around its nation-wide facilities is built a convenient, economical shipping service including door-to-door pick-up and delivery in all principal cities and towns at no extra cost. It is designed to meet every one of your business or personal shipping requirements.

Your shipments are carried swiftly over America's railroads and scheduled airlines—providing an all-inclusive service for a single charge. Consistent improvement in equipment and methods is your assurance of a continued, dependable, coordinated shipping service to you, your community and the nation.



THE NATION'S *Complete* SHIPPING SERVICE



NATION-WIDE RAIL-AIR SERVICE

and, upon request, furnishes special labels to manufacturers of items made wholly or in part of these. One of the company's labels for U. S. NAUGALITE, product of their Coated Fabrics Division, carries the information that the merchandise is trimmed with the material—"a high-quality coated fabric especially designed for lasting beauty and service satisfaction. With normal care U. S. NAUGALITE will serve you well. Keep free from oils and greases, and we also suggest a periodic sponging with mild soap and warm water."

For its upholstery material, NAUGAHYDE, United States Rubber furnishes informative tags which are given free to manufacturers of furniture and other users. Their purpose is to inform, and to identify the product to the ultimate consumer.

The reverse side of the NAUGAHYDE tag reproduced on page 93 carries this copy: "The plastic compound is firmly anchored to a strong fabric backing. Therefore U. S. NAUGAHYDE not only wears well, but always looks well tailored—no stretching, bagging or splitting—no pulled seams. Although not affected by oil, grease, gasoline, alcohol, alkali, many acids, or exposure to sun, rain, fog or salt spray, we suggest cleaning with soap and warm water as required. Rinse thoroughly."

Direct Merchandising

Of particular interest, because of the glorification of a label by the retailer, is the current campaign of American Luxury Lines, Suffolk, Va., in behalf of furniture upholstered with plastic BOLTALEX material. In the Sunday *New York Times*, August 22, the company used two-third page space for chairs and sofas upholstered in this material, to be "shipped direct from factory to you . . . none sold to dealers or retail furniture stores." The word "Plastic" appeared in inch-high letters, and the label for the plastic, together with a paragraph on its characteristics, were prominently shown at the top of the advertisement. American Luxury Lines, which has factory representatives in New York and New Jersey, uses the informative method of selling, featuring the label prominently in literature and listing in itemized form the qualities of BOLTALEX. Bolta Products Sales, Inc., Lawrence, Mass., provides dealers in furniture covered with BOLTALEX with booklets giving "Answers to Questions Frequently Asked About *Boltaflex*."

No attempt has been made in this article to describe all the informative labels now being used for plastic merchandise. This is a transitional peri-

od, during which many producers of raw materials are revising their labeling policies. In the past, many of those companies had no set policy in this regard. Now that there is concerted action at all levels, it appears that informative labels will soon become pretty much taken for granted.

Elmer French, general sales manager of Firestone Plastics Co., informs SALES MANAGEMENT that it is the plan of the committee he heads to cover the entire field of labeling, from the processor of the plastic material to the fabricator, and then providing the fabricator with the necessary labels to attach to his product.

"Plastics can easily fall into ill repute and lose consumer confidence," says Mr. French, "unless the public is properly 'informatized' as to the content of the product, how it should be cared for, its limitations of uses, etc. To counteract the too prevalent feeling that plastics are substituted for the genuine, as they were during the war, we are now, through the Society of the Plastics Industry, attempting to establish trade-accepted standards of quality that will help to identify the quality material from that made from scrap and, hence, inferior. Hand in hand with that is our contemplated program of informative labeling that will permit both the fabricator and Mrs. Consumer to determine quickly how to fabricate and use the item, how to take care of it, and the selling points of superiority. It is basically educational throughout."

Label Consciousness

The industry is generally conscious of the importance of the last statement in the foregoing paragraph. The trend toward informative labeling is a part of the over-all program of education in plastics. As members of the industry point out, no label is necessary today to tell people that glass cannot stand heat, that it breaks easily into fragments that will cut the flesh—but that it has many uses and stands up well if it is carefully handled. In time to come, the public may become so well acquainted with various types of plastics that it will know their best applications and limitations, and methods of caring for each. Meanwhile, Mrs. America wants to know, "Can I put a cocktail glass on it? Can I scrub it with scouring powder?" And so on and on, though a long list. Plastics sales volume, which has soared even though those answers were frequently lacking, should reach far greater heights when the industry-wide informative labeling program becomes an actuality.



You can't lose in a one-horse race

We try not to boast...but these are the true facts...

Better than 4 out of 5 Newsweek readers are leaders in business, industry, and the professions... by far the greatest concentration of any general magazine... at the lowest cost per thousand.

And even more important to you, 55.8% of Newsweek families have annual incomes over 5 thousand dollars... 29.7% between 3 and 5 thousand.

Newsweek selects this top-flight audience with an editorial technique unmatched, *unattempted*, in the publishing world. A technique that goes far beyond mere reporting of the news.

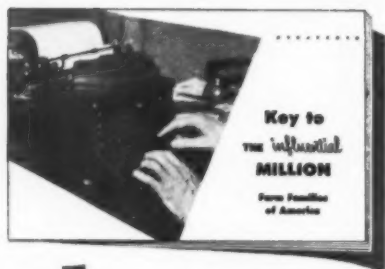
For, among other features, it gives you the signed opinions of such unbiased expert analysts as Raymond Moley on poli-

tics, Ernest K. Lindley on national affairs, Joseph B. Phillips on foreign affairs, Henry Hazlitt on business and finance, General Carl A. Spaatz on the military scene. Experts who, week after week, give the background, the present, the all-important future developments, of the vital news of the day.

Yes, for the alert advertiser, in all truth it's a one-horse race where Newsweek is concerned.

**THE MAGAZINE
OF
NEWS SIGNIFICANCE**





key TO THE influential MILLION Farm Families of America

Your advertising message in Nation's Agriculture literally puts a finger on the key to farm opinion in America. The 1,358,810 farm families who read Nation's Agriculture represent without question the real farm leaders of the U. S. Nation's Agriculture is edited specifically for these Farm Bureau families who influence the buying preferences of their neighbors, their communities and the nation.

Copies of the above booklet are available upon request. Just write to George Chatfield of

The Nation's
AGRICULTURE

OFFICIAL PUBLICATION FOR

1,358,810

FARM FAMILIES OF THE
AMERICAN FARM BUREAU FEDERATION
109 North Wabash Ave., Chicago, Ill.

Shop Talk

The Private Lines of SM Readers: The lads in SM's Promotion Department have been ropering around prying into the readership habits of SALES MANAGEMENT subscribers. They've come up with a neat little set of figures which tell us pretty accurately the story of who loves us, and how much. I think you will be interested in some of the results. (The figures were developed, incidentally, through questionnairing every sixth manufacturing or advertising agency subscriber on the SM list.)

Pig Iron or Prunes? When we asked, "What do you sell—consumer products, industrial products, or both?" this was the answer: 28.8% sell industrial products only; 43.6% sell consumer products only; and 27.6% sell both.

How Green Is Our Friendship: Answer: Not green at all, but mostly mellowed with the years. 36% of our subscribers have read SM for from 10 to 30 years. . . . 20% for from 5 to 10 years. . . . 23% for from 3 to 5 years. . . . and 21% from 1 to 2 years. Of the 56% who have read SM 5 years or more, 86% are either vice-presidents or presidents of their companies.

At Rest, at Work, or on the Wing? Where does Composite Subscriber read SM? He favors his own easy chair: 43% read SM at home. About 37% read at their offices; 20% read while traveling.

How Does He Read? The "how" of reading habits is important to those concerned with SALES MANAGEMENT's own selling problems—that of marketing advertising space. Promotion men most heavily discount the "spotty" reader—the one who is married to one or two features or departments, reads those regularly, but seldom goes beyond them in his regular reading. It's pleasing to the editors, therefore, to learn that only 5% of SM's readers who replied to our questionnaire admitted being "spotty" readers. Among the remainder: 27% check table of contents for all material of interest; 22% read consecutively, taking features and departments as they come; and 46% merely say they "read everything of interest."

Vandalism—How Much? When a man says "I tear up my copy of Sales Management," that's flattery. He means he clips articles for future reference. Among our cross section group, 79% told us they clip regularly or occasionally.

After Reading, What Then? Only 18% heave-ho into the waste basket. Twenty-two per cent file SALES MANAGEMENT for future reference; 24% send copies to the company library; and 36% route the copy to other company executives.

How Much Reading Time? 27% spend up to 3 minutes reading an average copy of SM; 43% spend 30 to 60 minutes; 26% spend 1 to 2 hours; 4% spend over 2 hours.

How Much of Each Issue Is Read? 24% tell us they read from cover to cover; 24% read from 75 to 99% of each issue; 29% read from 50 to 74% of each issue. A slide on your abacus tells us that we can put it another way by saying that 77% of our subscribers read better than 50% of each issue.

Appraising the Ads: We asked, "Do you find that you get ideas from the advertising pages of the magazines you read, just as you do from the editorial pages?" 48% said "Often." 50% said, "Occasionally." And 2% said "Never."

If we add to these facts the results of a survey reported in SM August 15 on how 221 typical sales executives divide their time and run their jobs, we find we know Composite Subscriber rather well.

The August survey, for example, confirmed our opinion that the

biggest single problem facing the average company is that of improving the quality and organization of sales personnel. Mr. Average belongs to at least four business clubs, reads an average of five business magazines.

Such research projects as these are, of course, used not only on SM's own Promotion Department, but they become management tools for the Editorial Department. The composite photograph of Average Subscriber enables us to balance our editorial menus over a wide range of interest, with subject matter closely pro-rated to match the pattern of the typical sales executive's job. In other words, we, as editors, are not only filling editorial space, but filling it with plan and purpose. The pay-off is SM's renewal percentage; better than eight out of ten renew their subscriptions.

Born in a Cracker Barrel: It is seldom, indeed, that SM allots 16 pages of editorial space in any one issue to one article. We have done so in this issue, with the article by Frank L. McKibbin called "Eight Vital Factors in Effective Point-of-Sale Promotion." Reason: This subject has had far less attention in the business press than it deserves. Merchandising at the point-of-sale is one of the weakest parts of the sales structure in many, many types of business. And it's the sort of subject that, to us, seemed now to call for a thoroughly well rounded discussion which would bring all of the important elements in the point-of-sale picture into focus.

Frank McKibbin is an account executive in the Los Angeles office of Honig-Cooper Co. He may be in the agency business, but his heart belongs to groceries. His father was a buyer and later, executive v-p of Wolferman's, a chain of fancy grocery stores in Kansas City. "As a lad," our author tells us, "I worked in one of the stores on Saturdays, when I did everything from sweeping out to trimming the lettuce and scrubbing potatoes before they were put on display. While there I learned that imported hors d'oeuvres sell better at \$2 than at \$1 . . . I saw how display prompts impulse sales time and time again."

After graduation from college, McKibbin moved over to the manufacturer's side of the food business when he joined up with Folger Coffee Co., a business in which heavy, continuous advertising has been coupled with intensive point-of-purchase merchandising to build a brand name up to a position among the leaders in coffee.

In 1945, when he was released from service in the Coast Guard, McKibbin went to California as assistant to the v-p in charge of sales for Ben Hur Products (coffee, tea, spices). He's been with Honig-Cooper since 1947.

During his years in the grocery field, McKibbin jacked at all trades: He edited a house organ, directed coupon distribution crews, handled media contacts, developed premium offers, organized sales meetings, set up consumer education programs.

Appraising the grocery business today, McKibbin says: "I believe that the business of food selling has now entered a third cycle. The first was the cracker barrel, the second the packaged food phase. The war accelerated the coming of the third cycle, self-service. I am confident that self-service will continue to spread not only in the food field, but in other consumer lines.

"While the third cycle is now well established in the retail end of the grocery business, it is just beginning to affect grocery product manufacturers. The very forces that pushed self-service on the retailer during the war acted to shield manufacturers from it, because everything they made was sold with ease. Today it is evident that in the self-service market, which now dominates the food picture, point-of-purchase promotion is essential to any manufacturer who intends to increase sales. Manufacturers can no longer high-pressure a grocer into buying a product or displaying it when the retailer himself is conducting a million-dollar business."

A. R. HAHN
Managing Editor



Now! Lifetime Durability in Stebco Luggage and Business Cases

THE MOST IMPORTANT innovations since the invention of zippers. Stebco's Tough Team Mates—the Patented *Lifetime Edge* and the Patented *Lifetime Handle* are unconditionally guaranteed for the bag's life.

1 Stebco LIFETIME EDGE



PRACTICALLY indestructible—prevents edges from scuffing, fraying or breaking open. Retains the shape and adds years to the life of your bag.

2 Stebco LIFETIME HANDLE



SOLID LEATHER, reinforced by leather-covered steel band, gives cushioned carrying comfort plus lifelong durability.

Stebco Alone Makes Luggage and Business Cases to Match

SMART DISTINCTIVE travelling companions for the business man. Available in finest grain leathers as well as durable, economical Stebco TUFIDE. For the name of your nearest dealer write to Stebco.

Stebco

FINE LUGGAGE and
BUSINESS CASES

SINCE 1918

4242 W. Fillmore Street • Chicago 24, Illinois



Flexibility Keys Carboloy's Direct Mail for Distributors

BY D. G. BAIRD

Carboloy Corp. took the Direct Mail Advertising Association's top award in the industrial classification with a series of mailers in assorted sizes, shapes, styles and colors. Each piece is complete itself for variable mailing sequence.

Top award for a direct-mail campaign in the industrial supplies classification, made by the Direct Mail Advertising Association in September, went to Carboloy Company, Inc., Detroit.

Carboloy Co. is essentially an industrial supplier. The product promoted in this campaign is Carboloy cemented carbide, widely used in the metal working industries in tools for cutting metals, as well as non-metallics such as plastics, wood, concrete

and ceramics, and in the form of diamond-impregnated carbide for dressing grinding wheels.

The campaign is an aid to 63 distributors who sell Carboloy products directly to industries in 85 territories which they serve. There are no Carboloy dealers in this field.

Carboloy advertises nationally in trade and technical periodicals and also mails catalogs and technical literature directly to customers and prospects. The purpose of the dis-

tributor direct-mail is, therefore, two-fold: to supplement the manufacturer's other advertising with these additional reminders, and to stress the fact that the products advertised are stocked locally by distributors whose imprints the pieces bear. Each mailing piece carries an "Authorized Carboloy Distributors" emblem, as well as the imprint, and many of them add some definite statement to the effect that the products are available at the local distributors. The manufacturer bears all costs except those of addressing and mailing locally.

The direct-mail campaign is well planned, prepared, and managed. It consists of 13 pieces designed for mailing at four-week intervals. For distributors of medium and small size, two other schedules are available, one consisting of 11 pieces, the other of

Something
missing...



...like California without the

illion dollar valley of the bees



TECHNICALLY it should be called the 2½ Billion Dollar Valley of the Bees. Yes, that's now the gross buying power of California's great inland market. And imagine this: Retail sales jumped an astounding 39% in one year . . . now exceed 1¼ Billion, or more than all of San Francisco's and all of San Diego's combined.*

How are your sales in the Billion Dollar Valley? Better have a look at your advertising schedule. Make sure the three McClatchy newspapers are on it, because you can't sell this market with outside papers. With The Sacramento Bee, The Modesto Bee and The Fresno Bee, you reach far more Valley people than you could with any competitive combination.

*Sales Management's 1948 Copyrighted Survey

McClatchy Newspapers

National Representatives . . . O'Mara & Ormsbee, Inc.
New York • Los Angeles • Detroit • Chicago • San Francisco



THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE

nine. Two of the mailings are devoted to the entire line; others present particular types of products. The latter are proportioned in accordance with the sales potential of the products. Thus, one product may be featured in only one mailing while another may be included in several presentations. All except one of the pieces are self-mailer folders, the other being in the form of a jumbo-size telegram in an envelope.

There is no particular continuity in the series or family resemblance between individual pieces. Instead, an effort was made to achieve the greatest possible impact from each piece, to

cover effectively the many different carbide applications and Carboloy services, to tell completely and strongly the facts about each line or service, and to insure distributor co-operation, since Carboloy's experience has shown that distributors have a preference for diversity in mailing pieces. Another reason for lack of continuity is the fact that in some overlapping territories, the sequence of mailings is altered so that local customers will not receive two copies of the same piece at the same time. Since the product is not seasonal, this rearrangement of order-of-mailing could be made without decreasing the

effectiveness of the entire campaign.

Prepared by Brooke, Smith, French & Dorance, Inc., and produced by National Lithograph, both of Detroit, the mailing pieces are of assorted sizes, shapes, styles and colors. Many of them are novel and all possess striking attention value. All feature the slogan, "Carboloy Pays—All-Ways!" and many carry a coupon catalog request which has proved to be very popular with distributors.

Some of the more novel front-cover attention-arresters are: a half-open door, marked "private," with a group of people inside, and the copy, "We're talking about you . . ."; a sketch of a man coming out of a treasurer's office singing and the copy, "How to make your treasurer sing!"; a bull's eye drawing and copy, "3 more ways to hit the bull's eye in your plant"; "Are you bothered with BORES?" with one man's head chattering and another yawning (the piece presented boring tools); and, "From Coast to Coast, You Hear This Most," with copy on inside pages continuing, "for most machining jobs in your plant, you'll find that Carboloy Pays—All-Ways!"

Cutting Corners on Costs

Cost of the campaign is low, considering the complexity of the individual pieces. Economies are effected in several ways, such as die-cutting several pieces of different size and shape from the same sheet of stock in a single punch, by using different colors on different sides of many of the pieces and so giving the impression of four colors at the cost of only two, by permitting an additional color to show through a die-cut hole on pieces requiring die-cutting anyway, thus giving the effect of more colors per side than were actually used, and by treating all pieces as a unit in production.

When the campaign is ready, a complete set of the mailing pieces, together with a set of envelope stuffers, a mailing schedule, and promotional literature, are assembled in a portfolio, made by the Burkhardt Co., Detroit, and a sufficient quantity of the kits for all of the distributors in each of Carboloy's six sales districts is shipped to Carboloy Co. district managers for distribution. Clipped to the front cover of each folio is a personalized letter addressed to the distributor manager to tell him about the campaign and what steps to take in this connection.

At the same time, a form letter is forwarded to all district managers, apprising them of the forthcoming shipment of sets and suggesting how they should be handled, and another



Retail sales of furniture, typewriters, business machines and office supplies will amount to \$500,000,000 next year. The insurance market purchases the largest portion of this huge volume.

Dealers in these and allied products have a direct entree to this market through the AMERICAN AGENCY BULLETIN, the official publication of the National Association of Insurance Agents, the organization comprising the largest and best insurance agencies in the country.

- The largest circulation in the fire, marine, casualty and surety fields.
- The lowest cost per page per 1,000 in the industry.
- Read by all of the leading insurance executives.
- For nation-wide coverage, the AMERICAN AGENCY BULLETIN leads all others.



The American AGENCY BULLETIN

80 MAIDEN LANE, NEW YORK 7, NEW YORK

is addressed to all distributor contact salesmen, suggesting procedures to be followed in distributing them. They, of course, are furnished personal sets, and in most cases they call on their distributors and deliver the kits. They also go over the mailing schedule with them and get the "order." In some cases, they mail the portfolios to distributors.

Simple to Use

About all the distributor has to decide is when he wants the campaign to start. The mailing schedule is arranged in what is considered the best order, but if he wants to alter it, other mailings will follow the first in regular sequence. If he accepts the schedule as it is, he has only to enter the date of the first mailing in a column provided for the purpose and other mailings will follow at four-week intervals. Schedules are made out in triplicate, the distributor keeping the original and sending copies to the factory merchandising department and to his contact salesman. He is also asked to put the factory on his mailing list.

On receipt of mailing schedules, Carboloy had proper quantities of mailing pieces imprinted, wrapped, and marked for mailing on dates about a month prior to mailing dates. These then were shipped to distribu-

tors in bulk, one mailing at a time, and distributors address and mail them at their expense.

Meanwhile, the factory merchandising department has made out a "Distributor Job Sheet" for each distributor, listing the mailing pieces by form numbers and entering mailing dates. When materials are shipped, the date is entered in a column provided for this purpose, and when a sample of the mailing is received from the distributor, the date is entered also. If no sample is received within 10 days or so after mailing date, the factory sends a personal letter of inquiry, and date of this is also entered on the card.

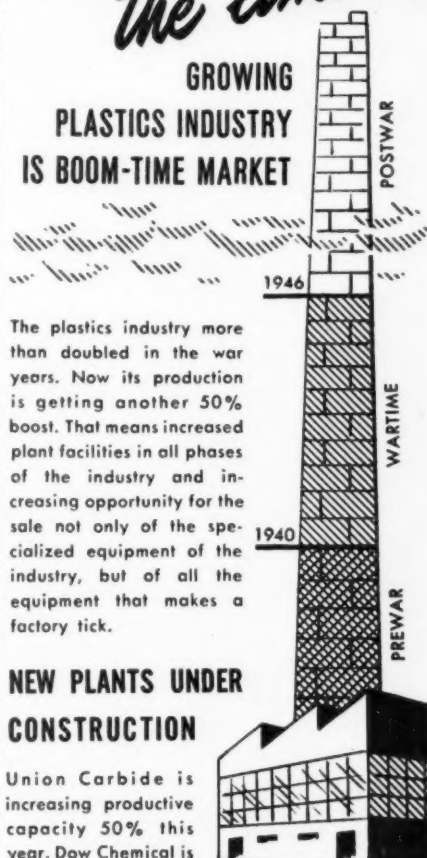
"This is seldom necessary," E. C. Howell, Carboloy merchandising manager, explains "as distributors have been very enthusiastic over the campaign and have been quite prompt in their mailings. However, there is always the possibility of mailing dates being overlooked or neglected in the rush of other matters and it is desirable to keep some record of mailings to make sure that the investment will not be lost or customers neglected. The campaign has done much to entrench our distributors as local outlets for Carboloy products and to maintain continuous sales effort on our line." Carboloy has been using such direct mail since 1944.



"J. D., I've got a dilly of a new sales presentation with enough gimmicks to choke you. Let's skip it and go out for a drink. How're you fixed for band saws?"

The sky's the limit!

GROWING PLASTICS INDUSTRY IS BOOM-TIME MARKET



The plastics industry more than doubled in the war years. Now its production is getting another 50% boost. That means increased plant facilities in all phases of the industry and increasing opportunity for the sale not only of the specialized equipment of the industry, but of all the equipment that makes a factory tick.

NEW PLANTS UNDER CONSTRUCTION

Union Carbide is increasing productive capacity 50% this year, Dow Chemical is expanding production and Monsanto is spending 17 million on several plastics plants. DuPont has just completed a huge plant in West Virginia—its largest single expansion since entering the plastics field. Moreover, according to a leading financial journal, "the list of those known to be adding to capacity includes: American Cyanamid, Celanese, Durez Plastics & Chemical Corp., B. F. Goodrich Chemical Corp., Hercules Powder Co., Interlake Chemical Corp., Koppers Co., Glenn L. Martin Co., Libbey-Owens-Ford Glass Co., Reichhold Chemicals, Inc., and Tennessee Eastman Corp."

YOUR OPPORTUNITY

We will be glad to send you complete information on the plastics market to help you evaluate your sales potential in it. Write now for the free data file, "The Plastics Industry, What it Buys and How to Sell It". This 40-page folder contains facts, figures, charts, graphs and maps which outline in detail the market which exists for many types of capital and short life equipment and describes successful ways of cultivating it.

Address your request to Research Division, Modern Plastics, 122 East 42nd Street, New York 17, N. Y.

MODERN PLASTICS
A BRESKIN PUBLICATION

The Nightmare Before Christmas

BY T. HARRY THOMPSON

And now in November, as the book-title had it, copywriters, advertising managers, and public-relations people everywhere are dreaming of a "write" Christmas . . . the letters they will have to dream-up for their clients. It's routine for them.

Since most businessmen don't employ professional writers to ghost their speeches, write their sales-bulletins, or maybe even prepare their advertising copy, they are on their own when it comes to getting up a Christmas letter that rings true, that is right from the heart, that will serve as a handclasp across the miles, courtesy of the postman.

Greeting Optional

There are no hard-and-fast rules about a Season's Greeting. It can be a simple card bearing the old reliable: "Merry Christmas and Happy New Year from the Ajax Lumber Company." Its simple sentiment can be underscored by some little gift, sent under separate cover. Even a calendar, a paperweight, or a pencil will show that you were thinking of the recipient at Christmas-time, besides carrying a little sales-reminder that can be painless and not pushy.

If your inclination (and budget!) run, to a gift of some sort, SM's sister-publication *Premium Practice* is always pulsating with suggestions to meet every purpose and purse. However, this article is not an advertisement for any publication, but, rather, an attempt to draw-up a few sample letters which can be copied word-for-word if you wish, or changed to suit your own personality, or, at very least, used to get your pencil off dead-center and help you banish The Nightmare Before Christmas . . . namely, writing that letter that is *from* you and that ought to *sound* like you.

Let's see if *this* is the kind of thing you are struggling with:

December 17, 1948

Gentlemen:

Christmas is more than a little red figure on the calendar. It's a state-of-mind . . . mellowed by the tambourine notes of children's laughter . . . the piney smell of evergreens for sale along the sidewalk . . . the tinkle of tiny bells in the hands of street-corner Santas.

It's a time for mental stock-taking . . . a time to forget sales-charts and remember old friends . . . the people who, through their loyalty and friendship, have made it a better year, not only in dollars-and-cents, but in the warm and human contacts that are the stuff of life itself.

We wish it were physically possible to take each of you personally by the hand and say a deep-down "Merry Christmas" from the bottom of our heart.

Lacking that, we are doing the next best thing . . . telling you, on paper, that we wish the very best of Christmases for you and yours, and a continuation of the friendship that has meant so much to us, not only as business-people but as fellow men and women.

A sincere and heart-deep Merry Christmas, then!

Faithfully yours,

One of America's most distinguished diplomats, Francis B. Sayre, said ~~recently~~ "Look searchingly into the faces of your friends or of the crowds traveling beside you in subway or suburban train or plane. Hurrying . . . always hurrying, feverishly straining and searching . . . for happiness. Are they finding it? Are you? Alas, self-seeking and acquisitiveness are hardening almost all of us and sapping our lives of the precious values we once hoped for. Inordinate worry is robbing us of joy. Cynicism is strangling our aspirations. Fear besets us. Modern civilization is giving to countless millions only hunger, destitution, anguish of body and of spirit. Where is safety, where is shelter, where in such a world is there any impregnable stronghold?"

His answer is that it's still God's world, and therein lies our hope. Maybe we can put some of this heartening touch into our next letter:

Does the mere thought of composing the annual Christmas greeting to customers, distributors, or dealers make you tongue-tied? It does most businessmen. Maybe these suggestions will help you.



It's love at first light! ☆



Now! The World's Perfect Lighter, Engraved With Your Customer's Initials, Signature, Or Your Company Name Or Trade-Mark!

Here's the perfect business gift that will remind others of your product or services—always. For Zippo is no ordinary lighter, but one with a mechanism so perfectly built and unfailing that it is guaranteed for life. No one has ever paid a penny for the repair of a Zippo . . . *the lighter that works.*

Each year, dozens of America's most famous companies give Zippo as Christmas gifts . . . to customers, dealers, employees. Many have called Zippo the finest goodwill ambassador they've ever used.

To delight one person . . . or a thousand . . . give Zippo lighters this Christmas. In chrome, sterling silver, even 14 K. solid gold cases. From \$3.00 to \$175.00* singly. Much less in quantity purchases.

*Plus Federal Tax on gold and sterling cases only.



Zippo pocket lighters: from \$3.00 up. Table model: \$10.00. Engraving: \$1.00. Special discounts on quantity purchases.



FREE FOLDER. Tells you all about the special engraving service Zippo offers you—your trade-mark, sports designs, fraternal or military insignia—messages and signatures—can be applied to one Zippo or a thousand at small extra cost. Write Zippo Mfg. Co., Bradford, Pa.

ZIPPO WINDPROOF LIGHTER
The Gift That Never Fails

December 17, 1948

Gentlemen:

The worst war of history has been over for three years . . . technically, that is . . . yet there is no peace in the councils of men.

In spite of unprecedented prosperity in our own land, a nameless fear tugs at the hearts of men, and etches its deep lines upon their faces.

But the calendar tells us that we will soon celebrate the birthday of the Prince of Peace. Whatever our personal creed, the Christmas season inevitably reminds us that this is still God's world, and that He

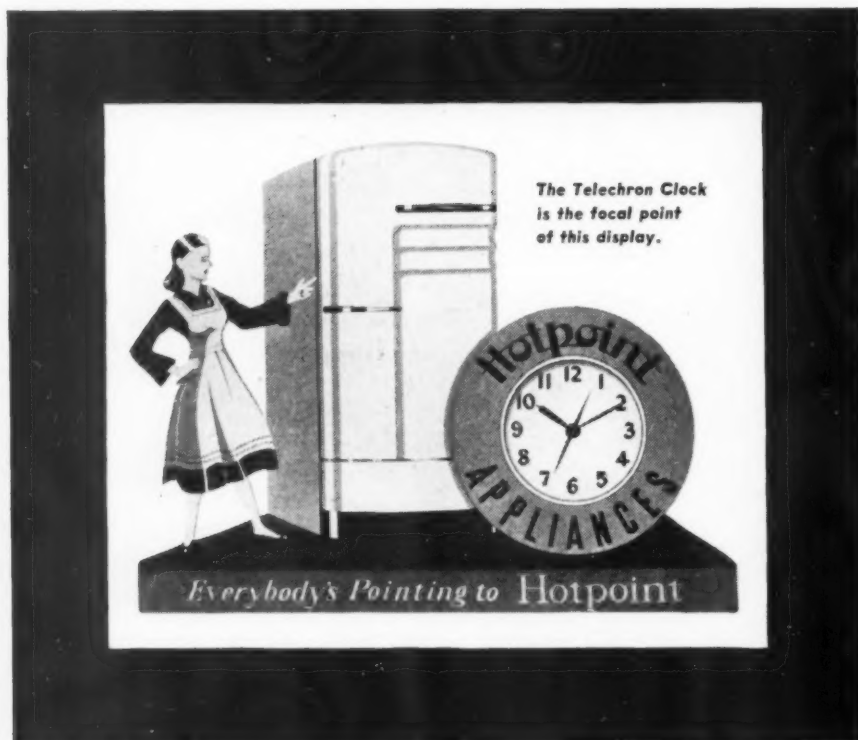
will continue to guide those who seek truth and peace and tranquility of the spirit.

Actually, too, it will still be the United States of America, whether governed by the Republicans or the Democrats. They're all Americans and believe in the same basic way of life.

So, at this Christmas-time, let us each and all look to the future unafraid. And let us take time out now to be joyous and share our joy with others. Let's make it a good Christmas. We wish you and yours the very best!

Faithfully,

TELECHRON CLOCKS add life to your displays



Here's how to create compelling, long-lived display material. Include a new, low-cost Telechron Advertising Clock. It's a standout in any company . . . gets attention with distinctive design and the constant appeal of correct electric time.

This new, accurate Telechron Advertising Clock is a standard unit, designed to put extra punch in wall panels, package and drink dispensers, counter displays and countless other promotion pieces. It adds years to the life of your display, for an electric clock is never discarded like other point-of-sale material. And its cost to the advertiser is low . . . about 6 cents a month over the life of the clock. Even this can be recovered with a self-liquidating promotion.

Let your display fabricator show you how the new Telechron Advertising Clock can boost the selling power of your displays. Or write for our new brochure to Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts. A General Electric Affiliate.



For people with a satirical sense-of-humor, topical subjects sometimes suggest an approach to the annual greeting. For example, during the great Depression between the wars, one businessman taped a tin box of aspirin tablets to his letter. The point was obvious to every recipient who, you may be sure, was having business headaches in that period.

To his personal list during that same Depression, a New York agency executive sent an old-fashioned wood-cut picture of a man with sideburns and clothes of the early President Cleveland era. The man was raising a derringer and taking aim to shoot you as you held the card in your hands. An individual could do a thing like that with his personal acquaintances, and get credit for a touch of novelty and originality.

For his own list at that time, your reporter toyed with the idea of printing "Merry Christmas" on a regulation Dennison shipping-tag, then going to the dime-store for a hatful of little iron nuts, fastening two of them to the wire on each tag. The gag, of course, was: "Merry Christmas . . . Nuts!" But reason prevailed, and he never went through with the idea. Christmas is no time for bitterness or pessimism, even in a Depression.

Just a Note

Some of you may wish to express yourselves briefly and breezily at Christmas. Here, then, is a sample letter on that line:

December 17, 1948

Gentlemen:

Who had a big hand in helping to make this the best business-year we ever had?

You did!

Who is everlastingly grateful for your loyalty and continued friendship?

We are!

So, as we approach another happy Christmas season, all of us here wish to acknowledge the real pleasure it has given us to do business with you and your crowd.

And . . . we wish you the pleasantest Christmas you can remember since you were five years old, and a year of real health and prosperity just ahead . . . with many more to follow!

Faithfully,

Greeting-cards have become Big Business in the last 10 or 15 years. There is scarcely an occasion you can name which has not been covered with a special card. It is but slight exaggeration to say that you can buy a stock greeting-card today reading: "To my dear Aunt Susie, who has water on the knee, on the occasion of

SALES MANAGEMENT

her election as Secretary of the Lady Maccabees."

Naturally, therefore, if that's the kind of thing you want to do at Christmas, you can find cards that are dripping with sentiment, or plain and dignified ones that need only the imprint of your firm-name tacked on.

Try a Telegram

By the same token, the telegraph companies have been going in for personal greetings for every occasion, with envelopes printed in commemorative colors and designs. They have a large file of "canned" copy you can choose from, and, if I'm not mistaken, such messages can be filed at special, low rates. If your list is not so large as to bust the budget, and you lean to telegrams at Christmas, check with your local Western Union or Postal Telegraph office.

However, it is likely that nothing takes the place of the personal touch in Season's Greetings between a business-house and the people with whom it does business. A letter, possibly bearing a colored sticker appropriate to Christmas, such as a sprig of holly, a Santa Claus, a poinsettia bloom or the like, is what most of you have in mind; and this piece started out on that premise.

Here is another sample letter that you may like to copy and use, with additions or deletions:

December 17, 1948

Gentlemen:

The true Christmas spirit is not necessarily 90-proof and designed for pouring. It's a distillation of love and affection and forgiving and regard for our fellow man.

You can feel this spirit in the very air this time of year. It's Mom shopping for a fat turkey along streets festooned with laurel and holly.

It's a record of Bing Crosby singing "White Christmas," even in the deep South where snow is so often a freak, and where "pop-crackers" are associated with Christmas instead of the Fourth of July.

It's toys for the kids . . . strangers as well as our own. It's the remembering of old friends, even with a note like this, to wish you a sincere and wonderful Christmas, followed by a Happy New Year, as a pattern for the years to follow.

Wish we could say these things to you in person. Over the miles, we'll have to ask the postman to do it for us. But it's just as sincere as though we took your hand and said it to your face.

Merry Christmas!

Faithfully,

I've got to think-up something I can mail to my regular Christmas-list. I've been putting it off. Maybe you'd like something like this:

December 17, 1948

Gentlemen:

Can you remember when you were five or six years old, and could lick anyone who tried to tell you there was no Santa Claus?

Christmas Eve was one night Mom and Pop had no trouble getting you to go to bed. You had seen the tree . . . green and fragrant with promise of a happy tomorrow.

Every little noise you heard downstairs, you were sure it was made by Kris Kringle trimming the tree with gorgeous angels and peppermint canes and gingerbread horses.

Then he would reach into his bag for that bicycle, that sled, those roller-skates, that Erector set.

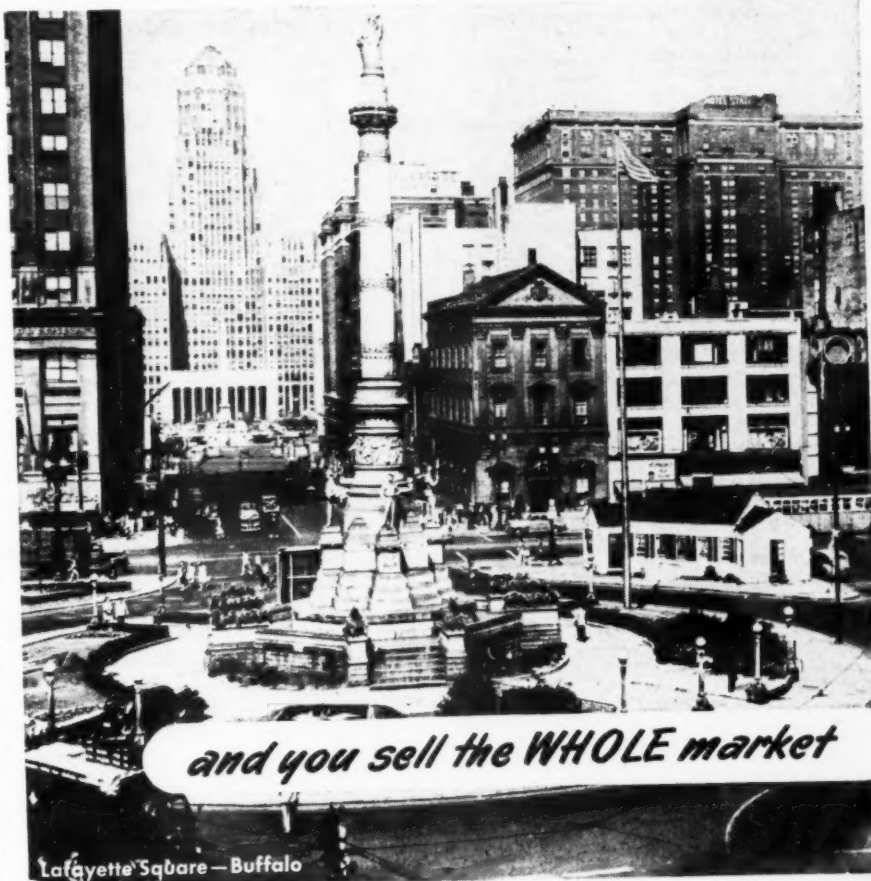
Remember? Well, that's just the kind of happiness we hope you'll have again this year . . . maybe in doing for your kids and the neighbors' kids what your parents did for you away back there.

From the very bottom of our heart . . . and the bottom of this letter . . . we wish you a sincere Merry Christmas, a very Happy New Year, and more of the same, year after year!

Faithfully,



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Represented by
HEADLEY-REED COMPANY

How Business Paper Ads Unearth Leads for Turco

As told to James H. Collins by
D. T. BUIST
Assistant National Sales Manager,
Turco Products, Inc.

Business paper advertising is the major sales tool used by Turco Products in its search for people with industrial cleaning problems. It produces leads for Turco's salesmen, who follow up with samples and arrange on-site demonstrations.

Our company sells a long list of specialized products for cleaning metal before it's plated, removing paint, washing bottles, and for many other industrial uses.

We deal with what is known as "surface chemistry" problems. In the course of 30 years' business we have developed many customers of long standing, but we realize that new people as well as new problems are constantly coming into our sales picture. How do we locate these people? Our chief method of locating them is through advertising in business papers.

Here's How

Here's how we solve the problem of locating prospects in one industry. Consider car washing from the single angle of fleets of trucks, and countless people who have truck washing problems. Our company has thousands of customers in this field, but there are more thousands we do not know about, and who do not know us. Sales people cannot profitably ring doorbells here. Advertising in the periodicals read by the people with the problems is the best channel to reach and interest these prospects.

Our sales organization determines what fields and products shall be exploited, what types of people with problems shall be sought. This enables us to concentrate on major problems, with advertising that will produce maximum inquiries for salesmen to work on. Turco advertising is handled by Botsford, Constantine & Gardner, Los Angeles advertising agency.

Our advertising is organized in "campaigns" which may run the better part of a year. Usually we concentrate on six products. Division managers select products and prob-

lems that stand in the fore-front of their fields, and from these the half-dozen products to be featured are selected, for preparation of advertising copy. Turco products bear such descriptive names as Turco Paint-Gon, Turco Car Shampoo, Blascosolv, and Handisan.

Experience has taught us to exercise practically a mail order audit



FOLLOW UP FOLDER: Turco sends literature to every inquiry but salesmen cull leads before calls. Turco seeks quality.

over our advertising, for two purposes:

1. To obtain inquiries at reasonable cost for our sales organization to work on. We have 140 Turco full-time salesmen spotted throughout the United States, so that it is possible to

SALES MANAGEMENT

answer almost any call in person.

2. To obtain *quality* inquiries which will enable our salesmen to produce results. Mail order people usually scrutinize inquiry costs. We go by quality first, because a pencil-scribbled postcard asking for a booklet may come from what eventually turns out to be a desirable customer, while another request for the same piece of literature, on an engraved letterhead, and signed by "brass," in the same mail, may develop nothing at all.

Such business paper advertising is our major sales tool for new business. There appears to be no other channel through which we could reach so many of them so directly.

Our new customers, the people with surface chemistry problems, are executives, production managers, purchasing agents and key people in automotive, aviation, food, metal, transportation and other lines of manufacturing, distribution, maintenance and service businesses. In food processing alone, we have developed nearly 50 different products, each with its own technique, for meat packers, canners, bakeries, breweries, sugar refineries, milk, wine, fruit, confectionery and other plants. In that field we wash everything from an orange to a cement floor.

A certain industry—say aviation—will find that it needs a product to remove paint from aircraft metals. The paint remover must be adapted to complicated surfaces; it must be fast-working, easy to apply, non-inflammable, noncorrosive, non-toxic to workers—in fact, a precision tool. Just such a sales opportunity arose in plane manufacturing plants during World War II.

Need for Paint Remover

Our sales force spotted the need for a paint remover. We put our research department to work. Researchers turned up with what is called Turco Paint-Gon. While developed to meet a specific problem of cleaning airplanes, Paint-Gon obviously had other market possibilities. So Paint-Gon was introduced to prospects by means of an illustrated brochure. The product was also promoted through advertising in publications serving the aviation and related fields.

Our business paper advertising is planned to reach people with specific problems. This current advertising list illustrates the wide variety of fields served: *Food Industries*, *Food Processing Review*, *California Dairyman*, *California Milk News*, *Railway Age*, *Railway Mechanical Engineer*,

Railway Purchases and Stores, *Aero Digest*, *Aviation Week*, *Commercial Car Journal*, *Fleet Owner*, *American Machinist*, *The Iron Age*, *Steel*, *American Restaurant*, *Restaurant Magazine*, *Metal Finishing*.

We also use general publications to reach many other prospects. Horizontal advertising, while bringing good results, still holds second place in our promotion.

In general magazines, we usually deal with a large industry, such as transportation. Copy shows how science, through surface chemistry, is saving millions of man-hours of hard elbow-grease labor—to the advantage of the customer and the public.

Both kinds of advertising lead into the broad over-all picture of industry and its many surface chemistry problems—we now have manuals and technical bulletins covering more than 400 labor-saving cleaning operations, in two dozen different industries.

This advertising brings in every possible kind of inquiry, even a few from curiosity seekers and kids. To all of them, we send printed material.

Gauge Results

In gauging the results of an advertising campaign, we consider the ratio of undesirable queries, from each kind of publication. If there are too many of them, that means nothing wrong with the publications being used, but something wrong with our advertising copy. We know that the publication is read by the men with the problems. So our advertising approach is studied to find out why we failed to draw desirable queries, or drew too many undesirable ones. Queries are routed to our regional offices, covering the United States and Canada, and in many cases the sales people there know the inquirer, and can gauge potential sales value. Experience enables us to appraise the potential value of an inquiry, according to who writes and his business or profession. Printed material is sent to all inquirers, but the unproductive ones are not followed up by the sales organization.

We try to avoid "mail order" or "catalog type" selling, trying instead to have our salesmen make personal calls, leaving samples, and arranging for demonstration tests. The problem may involve cleaning operations in a production line, with changes in methods, equipment, detergents, resulting in less labor cost, fewer rejects and faster production. The solution is obtained and presented in a detailed written form (called the Turco Special Service Report) to the man-with-the-problem.



SALES
MANAGERS
SAY

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Sales talk! Kleen-Stik keeps those important point-of-sale posters right up there SELLING! Salesmen don't waste time with glue, paste, tacks and messy stickers. Dealers like the fact that Kleen-Stik may be used on any smooth, hard surface—on windows, counters, walls—yes even on shining mahogany. Kleen-Stik assures complete poster usage, and that's what counts!

Get it up and Keep it up!

Prestol Simply peel protective covering and press display in place. A small spot on each corner or a thin strip down each side is all you need. Remember, every space is a Kleen-Stik Place!

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**AND THE
8 COUNTIES**

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Courier-Express**

Western New York's Only
Morning and Sunday Newspaper
Representatives:
OSBORN, SCOLARO, MEEKER & CO.

Tips for Organizing Talks on Your Industry

How often do you turn down opportunities to speak about your industry before civic groups because you don't have sufficient basic facts readily at hand? The California Dairy Industry Advisory Board now uses a "Speakers' Packet."

"What do you do when asked to talk about your industry?" This is the opening sentence of a letter sent "To Service Club Members in the Dairy Industry." The letter is signed by Richard J. Werner, manager of the California Dairy Industry Advisory Board. Accompanying the letter is an answer to the lead-in question. It's in the form of a booklet, a "Speakers' Packet," which is packed with facts about the dairy industry, and suggests outlines for talks. Its purpose: to make anyone reading it a fair authority on the industry.

In these days when each industry is faced with the need to explain itself, either for promotion or as defense against competition or criticism, the manner in which an industry handles its public relations can provide useful hints for other industries.

Lost Good-Will

The dairy industry is in the position of having to do some fast talking just now. It has been placed on the defensive in the oleo-butter battle and has lost consumer good-will along with the meat industry, because of the repeated price hikes of milk and its by-products. The California Dairy Industry Advisory Board, which assesses producers and distributors in order to finance promotion, advertising and research on a collective basis, was set up primarily as a public relations move. Since its inception several years ago one of the main tasks of executives of the board has been to travel about the state giving informative talks on the industry and its products. This can reach formidable proportions, particularly during special promotion periods—such as "June Dairy Month"—and would require a large staff to take advantage of all of the opportunities for industry promotion that are available. So the board reasoned: "Why not make a 'missionary' out of each member of the industry who enjoys leadership in his community?"

That, of course, is the aim of every industry. But what sales manager

sends his men into the field unprepared? Salesmen are given every aid possible, plus a sales portfolio. The California Dairy Industry's sales portfolio for volunteer field men is the "Speakers' Packet."

It has five divisions:

1. Suggestions for a full-time service club talk . . . A masterpiece of brevity, it illustrates how to pack the essential facts about an industry—interestingly—into a rapid-fire talk that will respect the other fellow's time.

2. A pamphlet called "Juice of Life"—a clever article from *Esquire* on milk. In the letter accompanying the packet, "milk missionaries" are told that, with advance notice the board will supply them free with enough copies to use as a "give away" at the time of the local program.

3. Folders of supplemental information on ice cream, butter, and cheese. Each sums up basic and interesting facts about the commodity, its food values, production, industry advances, and is illustrated. The folders are two-color—butter in yellow; cheese, orange; ice cream, pink.

4. Information sheets giving background data on the work of the advisory board itself, and what it is

doing to increase consumption of dairy foods in California.

5. "Milk Facts"—a booklet of general industry information.

During special promotions, such as June Dairy Month, additional material is included in the packet or sent to the volunteer speakers who already possess it.

The packet serves a double purpose. First, it educates the salesman or missionary both in the facts and the approach and by so doing, prepares him to do his persuading to the best advantage of the industry.

But members of an industry sometimes feel they know as much about it as the next fellow and so the approach to the man in the field is tactful. After the opening question—"What do you do when asked to talk about your industry?"—Board Manager Werner goes on gently with his letter:

"In most service clubs, and in similar organizations, members are requested, at times, to tell about the industry or business which provides their living. A lot of dairy industry folk belong to service clubs.

Typical Talk

"It's good to talk about the dairy industry, it is one to be proud of; and there is a lot that can be said.

"But, perhaps, like many others, you have been too busy to arrange material when your turn comes.

"So, as a public relations measure and in the hope of being helpful to you, the advisory board has prepared some material which is enclosed. You may use whatever part of it you wish or change it about to fit the special needs, and time, of the occasion."

The results from the packet were almost immediately measurable. It was prepared and mailed prior to June Dairy month when many talks on the dairy industry are scheduled. All over the state, people in the industry used the material to deliver talks and arrange local programs rather than calling on the board to do the work. There were many more talks given by industry leaders at the local level than had been the case in previous years. This is seen as a gain in two directions:

It multiplies the activities of the board many times; and industry information delivered to a group by one of its members, living and working in the same community, is more apt to strike home. It carries more weight, and is more effective in that it is less likely to be dubbed propaganda than if brought by a stranger from the outside and presented from a promotional group.



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NFSE News



Robert A. Whitney
(page 3)

Published Monthly by the National Federation of Sales Executives

Information

Unfortunately far too many sales executives got their jobs because they were outstanding salesmen!

No one would argue that a sales manager should not have selling experience. But the successful handling of a sales force requires many talents beyond those required of a star salesman. And so when the firm's leading producer is made sales manager he finds that he is groping his way through a maze which contains few if any guideposts. A handful of periodicals and an occasional book are the only sources he can turn to.

It is just this lack of information which give the Sales Executive Clubs and the National Federation of Sales Executives their tremendous importance to the profession of sales management. Through the clubs and NFSE, sales executives can exchange information, techniques and ideas, and in large measure help develop the sources which are now lacking.

As part of its continuing program to make useful facts available to sales managers the Federation recently sent to the entire membership a questionnaire designed to determine the educational background of successful sales managers. The exceptionally heavy response—twelve percent—showed that NFSE members are eager to take part in this program. And the response to the survey has encouraged NFSE to design another questionnaire, one which will study methods of sales training and selection.

The Policyholders Service Bureau of the Metropolitan Life Insurance Company is making a parallel study of the selection and training practices of a selected group of companies. The Metropolitan and NFSE studies will then be made available to NFSE members, thus giving them both an overall picture and a detailed report of these two vital functions of sales management.

Each NFSE member owes it to himself to fill in the sales training questionnaire and return it to headquarters. It will take time to fill it in. But it is an investment in time that will pay enormous dividends in facts.

NFSE News

Published by

The National Federation of Sales Executives

Hotel Shelton
Lexington Ave. & 49th St., N. Y. 17, N. Y.
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MAILINGS—The response to the "Quiz on Tax Equality" recently sent to the entire NFSE membership was more outspoken and vehement than to any other mailing in the Federation's history. Of those registering opinions with headquarters ninety percent voted that NFSE should take a stand favoring Federal taxation of cooperatives, ten percent opposed it.

The booklet "Big Little Things in Selling" also produced a strong reaction. The orders for additional copies are already well into the thousands (one major company ordered more than a thousand copies, one for each salesman in its entire sales force.) Because of the high cost of printing this booklet, NFSE is forced to charge ten cents each for extra copies. "Big Little Things in Selling" may be ordered in any quantity at this price from Federation headquarters.

ADDRESS—About once a month headquarters receives an indignant note from a NFSE member who charges that his letter of such and such a date has not been answered. Whenever this happens step number one is to visit the mail desk of the Hotel Sheraton and have them go through their dead mail bag. Although we have pleaded with the Sheraton to immediately forward any NFSE mail addressed there, they usually produce the missing letter for us.

Because the Hotel Shelton is on Lexington and 49th Street, while the Hotel Sheraton is at Lexington Avenue and 39th Street, it is easy to see how such mistakes might occur.

CONVENTION PROCEEDINGS—

The proceedings of the 1948 NFSE convention, recently mailed to all members, were printed for the Federation by International Business Machines Corporation. This generous action on the part of Thomas J. Watson and his great company is but one of many such contributions they have made each year.

It is a source of pride to NFSE members that one of the outstanding salesmen of the twentieth century has such an interest in their organization.

Britain—A Few Impressions of An American Sales Executive

An Article by
ROBERT A. WHITNEY

The British planners have run into Cupid trouble.

In the original plans developed by the housing authorities, it was postulated that there would be a certain waiting period between a couple's marriage and the birth of their first child, with another waiting period before other children would be born. It was, therefore, planned that a newly married couple would require a one or two room apartment for a given period. Then, later they would need a larger apartment, thus having enough room for their growing family.

But Cupid stepped into the picture, and the planners suddenly discovered that their original assumption period had to be shaved down. British couples had their own ideas about having babies. Thus came a demand for larger apartments, and the one and two room flats are swarming with young children.

This is just one indication of what nationwide planners face when they cater to men's needs rather than to men's wants.

But if the planners are running into difficulty anticipating what people desire, it must be admitted that they are working under terribly difficult conditions. Even now, more than three years after VE Day and

seven years after the Battle of Britain, the destruction is beyond belief. All the rubble has been cleaned up, and much has been done in the way of rebuilding but the evidence of war is still on every hand. One looks down a row of houses, and every so often there is a bare shell of what had been a house similar to those still standing. In the business districts of London, and among other industrial cities, whole blocks have been leveled. Where previously there had been thriving industry, now there is silent barrenness. Among the people of Britain there is a desperate longing for peace. In conversation, the average Briton seems more interested in peace than in freedom. The man on the street is not interested in continuing to carry the "White Man's Burden". Of course it is difficult to generalize on a matter like this. They recall that at the time of Munich not only Britain but the entire democratic world was more interested in peace than in freedom. Then with the invasion of Poland, the British abandoned peace to maintain freedom. Without a doubt, they would do it again!

Economically, the British system is operating under a program of extremely heavy subsidies. While sub-

sidies may and often do achieve important results in holding down prices, there is no doubt that their long range effect usually diminishes efficiency and lowers production.

One end result of the British method of enterprise, which existed even before the war is apparent in the clear cut distinction between the function fulfilled by sales managers in Britain and in this country. In America the sales manager is judged on the efficiency and effectiveness of his sales force, on his ability to create a market for his company's products. His record is there for all to see in terms of number of sales made, and of how much each sale cost him to obtain. In Britain the sales manager has few figures at his fingertips; his problem is one of how well he can allocate a product already in short supply.

Judged by American standards, sales management in Britain is terribly handicapped. Information concerning what other companies are doing is not exchanged—as we do through our great association conventions and regional conference meetings. They are just beginning to appreciate consultants and market research. The number of sales managers tends to be fixed and limited.

Perhaps the difference in attitude between the British business man and his American counterpart is best exemplified in the different functions performed by their associations. In Britain the trade associations do not exist for the purpose of increasing the effectiveness of the individual manager within an industry. Their function as outlined is to provide a meeting place at which the business leaders may discuss and regulate their terms of sale, of product, of price and of market. Thus they operate under a system somewhat similar to that thrown out with the "Blue Eagle" when the U.S. Supreme Court killed the NRA.

Some professional association by-laws even state that they are to act to protect their members against companies and management.

The Net Result

The net result of these attitudes indicates a constant seeking toward stability and security. Existing markets are divided rather than new markets created at home. The concept of creative selling as we understand it is not the driving force of their enterprise system. Yet to be healthy, British business must become dynamic. It must be given opportunity to expand, improve, move ahead. Stability alone, as history proves, in any form of economy can only lead to decay.

The British government now seems to be seeking stability at a low level of home consumption. British workers are good—their craftsmanship is unquestioned. But British methods of distribution are in such a state of unfortunate adjustment, that unless they are given greater emphasis the future will be one of chaos.

The answer to this paradox seems one of continual crises. In Britain there was in the past little in the way of standardized products. A great variety of products, tailored to fit the needs of individual purchasers were manufactured. In addition British capital was not re-invested in new machines—new equipment that would have helped to develop and create new markets at home as well as abroad.

In many cases operations which

in America have been highly mechanized because of an investment of a company's profits, are performed largely or entirely by hand in Britain. Thus it seems to me that the greatest need in Britain today is an appreciation of the means to develop the home market. Volume sales at home and abroad through some standardization and simplification of products, through the introduction of mass production machinery can only be brought about by plowing back company profits into better machines. This will result in higher wages—and an inevitable resultant rise in the standard of living. Only in this way will Britain be able to build in the future when the Marshall dollars are cut off.

The more progressive British business men agree that part of the answer to their problem is one of more production, but they respond that their volume does not allow them to introduce such methods. However, when they are reminded that many of their world-wide pre-war customers are prostrate, and they should develop their home markets, they then ask for advice as to how to develop a volume at home that would justify mass production.

For thinking executives are now considering the possibility of CREATING these markets at home which up until the present time have not been looked on as the major markets for British manufactures. Few British business men will say that a demand for British products

does not exist. The problem is how to create effective demand.

The British, living their life of grey austerity, stand desperately in need of the things to make life warmer, more livable, that British industry can produce. Modern selling, advertising, marketing techniques are needed to stimulate the desire for better living.

Thus, it seems to me that the expansion of British markets must begin at home. If British industry set out to build up a large home market this could serve to cover the overhead of mass production. Yet today Britain is stifling demand at home through rationing and purchase taxes, while their industry attempts to compete on foreign ground in markets which are already dominated by mass-produced products.

Planning No Answer

The British businessman is looking for a goal! He needs an objective and a goal that does not exist in the free enterprise system as he understands it! It is becoming increasingly clear to him that there is no long-range answer in a planned economy. Stretching before him is an endless vista of allocations, regulations, form filling, bureaucratic red-tape. For ten years now they have suffered more than we in America can ever appreciate. And now the challenge of a wartime struggle for life has been replaced by a seemingly endless plodding through a continuation of a "planned" existence.

They don't seem to know exactly what they do want. The only thing they are sure of is that they don't want what they now have—or had before the war! And so, in many cases, their questioning has turned to Socialism, some even consider Communism. While there may be but few who believe that Communism is the answer to their problems, there are many who believe that it *may* be. But the fact that they don't know means that they still have time to understand that somewhere in the world is a system that is working—giving men freedom and abundance through competitive enterprise.

Some large industrialists know



During his two week trip to England NFSE President Robert A. Whitney talked to more than a thou-

sand British sales managers. He conferred with government officials and the directors of many of Britain's largest companies.

Mr. Whitney flew to England on September 19 at the invitation of the Incorporated Sales Managers Association of England.

He reports that even under strict rationing and restrictions the British people remain among the most hospitable in the world.

either from their travels or from operations in America the value of the competitive enterprise system. But the smaller businessman has no conception whatsoever of how our economy works.

Free enterprise has never operated in Britain! Their system of cartels, of monopolistic enterprise goes back even to the earliest colonial days, when a trading company was given the monopoly on the exploitation of a colony or market. Indeed, it is for this very reason that the nationalism of certain parts of British industry was an extremely conservative move rather than the radical step that it was painted in much of the American press at the time of the Labor victory at the polls. A "radical" move would have been a decision to abandon the old practices of collusion in planning, of monopoly, and to have embarked on a program of genuinely open competitive enterprise. Many executives pointed out that all the British did at the last elections was to change the planners. Decisions of nationwide importance which had previously been made by small groups of business men are now made by small groups of governmental administrators, who in quite a few cases included some of the previous business leaders.

Desperate Interest

The British seem desperately interested in our system, even though they know little about its details and workings. Everywhere I went they plied me with questions. A half hour talk would be followed by a question and answer period in which they asked for more and more information on the elements of our economy which I had highlighted in my talk. These questions and answer periods frequently ran to two, three, or four hours, and usually were followed by even further questions far into the night among smaller groups.

The reason for this, I believe, is that they have learned virtually nothing about distribution techniques since 1939. Oh yes, they occasionally see magazines like *Newsweek* and *Time*, but the dollar shortage strictly limits the number of

copies which can come into the country, and these overseas editions of American publications are drastically cut. They also have an admirable magazine called *Scope*, a pocket size book patterned more or less on our own *Fortune*. But even here the distribution is limited.

The future prosperity of America depends upon Britain and the other countries we are helping through Marshall dollars. The American public knows and believes that. The American economy depends upon imports of some basic raw materials, and on selling about ten percent of our products in the markets of the world. It is, therefore, of the utmost importance to us that these markets be not only preserved but constantly expanded and improved. In the past Britain sold goods to countries. But techniques of merchandising, of showing countries how to re-sell these goods, how to improve their own markets within their own countries were not included in British trade.

"Wants" for goods are created by creative selling. And it is in precisely this field that the countries coming under the mantle of socialism and communism are deficient. If we can but demonstrate—can but communicate our type of distributive economy to these countries seeking a way—American sales management will master not only the economic cycle but be the hope of free mankind as well.

A Matter of Degree

It is a mistake to think that the nationalizing of British industry has produced an impossible cleavage between American and British business. Actually it is simply a matter of degree. Many industries in this country operate under strict governmental supervision. One of our most noteworthy businesses, the postal system, is entirely operated by the government. Through the Interstate Commerce Commission, rates on common carriers are fixed, and other public utilities have been subjected to rigorous supervision by governmental agencies.

If we are to establish a democratic world, we will have to do it through peaceful means. And it is

here that a special challenge is faced by the sales executives of America. If we wish to do it, we can not only make our system work well, but can communicate its benefits, its techniques, and its methods to the rest of the world so that the choice between democracy and communism can be made on facts. To do this we must acquaint the rest of the world with our ideas and with our products. We must become statesmen of business. It will take creative selling on a world-wide basis. It is a challenge which we can not afford to refuse, and it is a job at which we cannot afford to fail.

I believe that Britain's recovery will be a boot-strap operation. Yet while it will be a boot-strap operation, the British sales manager can be inspired and shown how to create the markets which will make mass production of his products possible.

American Ideas

Even Paul Hoffman, the Economic Cooperation Administrator, has noted that the Marshall Plan alone is not enough. If there is to be prosperity in Europe, the European countries must use the Marshall Plan to set their own dynamic economies going. Yet as surely as they need American dollars they need American sales and merchandising ideas.

British sales management indicates a willingness to learn. If Britain is to continue as a great trader nation of free people, she too must develop into a vast merchandising nation. Trading is no longer enough—that was the way of the 19th century. Today it is selling—creative merchandising—even increasing markets—with products that people want.

Unless the ERP dollars are matched with distributive techniques, selling ideas, the dollars will be irretrievably lost, having accomplished nothing other than to sustain life for a longer period. While this is a desirable end in itself, it need not be the end. The Marshall Plan can be either an investment in the future, or simply a new version of the dole. The decision rests with Americans!



RED MOTLEY, NFSE vice chairman, is the head of Parade Publication Inc.



JACK EVANS, manager of Kee Lox, is Treasurer of the Federation.



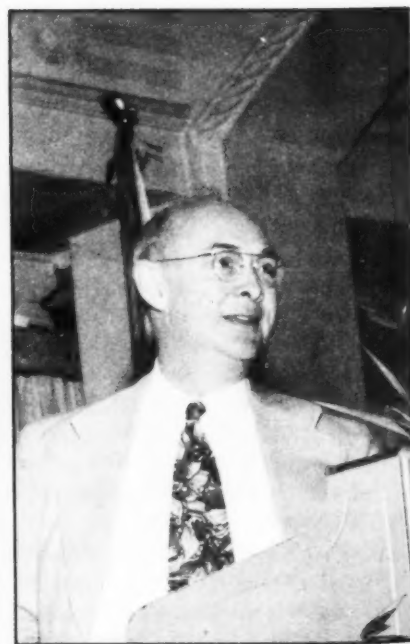
GEORGE S. JONES JR., of Servel Inc., leader in the gas appliance field.



GENE FLACK, of Sunshine Biscuits, is one of country's top speakers.



C. SCOTT FLETCHER, president of Encyclopaedia Britannica Films.



JACK LACY is one of the nation's top authorities on sales training.

Stars



DAN HUDSON is a Federation Director at Large and the general chairman of the conference committee.



ALFRED SCHINDLER, NFSE Chairman of the Board, will conduct board meeting preceding the conference.

... Fall on Alabama

What promises to be one of the outstanding regional conferences of the year is scheduled for Birmingham on Friday and Saturday, November 19 and 20.

Shown on these two pages are some of the headliners scheduled to appear on the program.

Plans for the Southern States Sales-Distribution Conference have been in the making since last March, and even General Chairman Dan R. Hudson is surprised at its magnitude. Mr. Hudson recently said, "I believe it is safe to say that no meeting of this type has heretofore offered so much." The \$25 registration fee includes all sessions, luncheons, a banquet and cocktail party, and a giant sales rally.

Board Chairman Alfred Schindler, who has seen an advance copy of the conference program, states that it "is a powerfully strong one. Each session is packed with dollars and

cents information—the kind you can take home and use."

The conference committee is drawing on the sales talent of the entire South, for the sponsoring clubs include Atlanta, Baton Rouge, Birmingham, Charlotte, Jackson, Louisville, Memphis, Montgomery, Nashville, Richmond, and Shreveport.

On Thursday, November 18, immediately preceding the two-day conference, the fall meeting of the Board of Directors of the National Federation will be held. Because each NFSE member is in reality a stockholder in the Federation, this and succeeding Board meetings will be open to all NFSE members. This meeting will be one of the most important of the year, for then the current NFSE program will be critically examined and plans laid for further implementing the Federation's objectives.



RAY BILL is publisher of *Sales Management* and a founder of NFSE.

How Good Can a Convention Be?

Those who attended the 1948 Convention in New York said it was the finest meeting in NFSE's history!

Hal Dotts of Jewel Tea, convention chairman, and his committee are proving that even the best can be bettered in Chicago—that if the 1948 Convention was great, the 1949 Convention will be greater!

Plan now to be in Chicago on May 23-24-25, 1949.

**International Distribution Conference
Stevens Hotel—Chicago**



CAMPAIGNS AND MARKETING

McKesson's "American Look" Captures Customers For Druggists

Beauty and eight question marks, a store-wide-angled promotion and the double-edged use of *Look* Magazine comprise the fuse detonating the current "selling excitement" for more than 12,000 of the better drug stores across the country.

Sloganned "That American Look," the campaign is designed to push the sale of company-labeled beauty and health-aid products for the manufacturing division of McKesson & Robbins, Inc., Bridgeport, Conn. J. D. Tarcher & Co., Inc., New York City, is the advertising agency. McKesson, an old hand with its two-a-year store-wide promotions, reports "That American Look" has already generated 50% more sales power than had its past programs.

Look Magazine furnished the original inspiration for the program's theme with an editorial feature, "That American Look." Appearing not too long ago, the piece also supplied a psychological overtone for the tie-in. The magazine's readers have thereby received a double needle from McKesson's full-page advertisement in the October 12 issue of *Look*, with which the campaign launching was timed.

The advertisement's illustration was a bathing beauty in a swim suit up-dated from the one gracing the earlier article's leading lady. At salient points the height, weight and circumferences, which add up to this ideal American female, were indicated by neither inch nor ounce, but by question marks.

The copy asked *Look's* women readers, "How do you measure up to the ideal American woman? How can you come closer to 'That American Look'? Free new booklet tells how; to get it . . . look for the druggist who has this display in the window."

Key to the philosophy behind the whole campaign is the 24-kt. plug incorporated in the copy for the retail druggist: "No one is better qualified to help you than the druggist—visit him today." Remaining copy features the *Look* article, the "American Look" tape measure and, with rela-

tively minor emphasis, a few McKesson products.

To merchandise this campaign to the retail drug trade, McKesson issued a three-color brochure called "The 'Made-To-Measure' Promotion." The 12-page book explained the four units of material designed for the druggists' use.

The American Look Girl cut-out for the window display, with the prominent slogan, "That American Look as featured in *Look* Magazine," generates double attraction for all who have seen the advertisement or who remember the article.

The "American Look" booklet is for the store patrons. Its first pages carry reprint portions of the original *Look* article suggesting how to obtain "That American Look." Following are a number of McKesson products compounded for the care of beauty and health. The back cover carries another plug for "your druggist" and is designed with space for the stamp or label of the individual retailer.

Intriguing Tape

With the purchase of any McKesson product patrons also receive as a gift from the druggist the intriguing 60-inch tape measure. Measurements of the "average American girl" are indicated by arrows on the scale side of the tape. The reverse side contains spaces for filling in the users'

own measurements. Weight tables are printed along with a chart on which the user may record her weight every month for a year.

Traffic Movers

The price cards to be integrated with both window and counter displays are designed to lend themselves to a "decentralization principle." They enable the druggist to set up group displays in his windows and throughout his store. Mats are also furnished for individual local advertising.

Well in advance of the campaign's opening McKesson wholesale specialists, trained in making presentations to retailers, explained details of the promotion in a slide film at company meetings in divisions throughout the country. Also, advance reprints of the *Look* advertisement were supplied to the druggists.

One straw in the wind indicating the warm reception this McKesson promotion has received is the letter written by H. P. Bickley, vice-president of the Crown Drug Co., Kansas City, Mo., here quoted in part:

"The more I study 'The American Look Made To Measure Promotion,' the better it looks . . . I am sure the best way to thank you and your company for your time, efforts and money spent on this promotion is to tie in with . . . your national publicity."

Nation-wide, reports indicate that the druggist appreciates the unselfish side of this promotion. The *Look* advertisement's reference to him and the space reserved for his individual imprint on the booklet are but two of the more obvious elements in the campaign which are doubly insuring his cooperation today and are building a favored spot for McKesson in all his future plans.



"THAT AMERICAN LOOK" in more than 12,000 drug store windows across the Nation helps generate the "selling excitement" of McKesson & Robbins, Inc., current drive.

One Paper Covers Fort Wayne

Only one newspaper covers Fort Wayne completely: Its only evening newspaper is read in more than 9 out of 10 of the 39,500 homes in Fort Wayne every weekday.

It reaches 42% more homes in Fort Wayne than does the morning paper.

It outsells all competition on its own product...it can outsell other papers in selling your product.

Write for Sample Copies of
News-Sentinel Merchandisers

The News-Sentinel
FORT WAYNE, INDIANA

Allen-Klapp Co. New York—Chicago—Detroit

NOW! *a* Personal Refrigerator

FOR YOUR OFFICE AND AN IDEAL



Gift

For your
**CHOICE
CUSTOMERS**

The Handsome
NEW

**Artkraft®
BEV-ETTE**

Smartly styled and finished in executive brown to harmonize with the finest office or home furniture, the ARTKRAFT BEV-ETTE is a full size 3½ cubic foot refrigerator. Ample ice cube capacity. Designed to accommodate standing bottles, large and small, plenty of snacks, etc. Can be Locked.

Artkraft® Manufacturing Corp.
1000 Kibby Street, Lima, Ohio, U.S.A.

Please send Special Gift Price on () ARTKRAFT BEV-ETTE Refrigerators. (Literature with specifications will be enclosed).

Name
Street
City
.....



QUALITY PRODUCTS FOR OVER
A QUARTER CENTURY

Florida Citrus Promotion

A nationwide, year-round advertising program featuring Florida's diversified citrus products has been announced by the Florida Citrus Commission for the 1948-49 season.

Full-color advertising in six major magazines, with Florida scenes carrying the health and sunshine theme, will form the backbone of the new campaign, which for the first time combines fresh and canned citrus products in the same advertisements during appropriate periods when both are on the market.

More than 100 newspapers in 92 markets will have a strong role in promotion of fresh oranges, grapefruit and tangerines in season. Business papers covering grocery, fountain, hotel, restaurant and produce fields will give added impact to the general advertising program, and the year-old medical-nutritional campaign will be carried on in leading medical, dental, dietetic, nursing, hospital and home economic journals. It is planned to bring in selective radio on a shock troop basis for intensive promotional efforts.

The development of the canning industry in Florida, with half the oranges and two-thirds of the grapefruit packed by processors last season, provides the basis for the joint advertising of fresh and processed products in *Life*, *The Saturday Evening Post*, *Ladies' Home Journal*, *McCall's*, *Better Homes and Gardens*, and *Farm Journal*.

New full-color point-of-sale pieces and other trade materials have been prepared for the 1948-49 season, all of them setting forth the story of Florida's eminence in the citrus business. The per capita consumption of Florida citrus products has approximately doubled in the past seven years, going from 27.4 pounds, 1939-40 season, to 53.8 pounds, 1946-47.

Benton & Bowles are in their sixth year as the account's agency. The advertising for the medical and dental profession and the nursing, home economics, and hospital fields is prepared by Noyes and Sproul, New York City. Consumer publicity is directed by Dudley, Anderson & Yutzy.

Nash 1949 Push

Nash Motors is presently engaged in broaching the largest national advertising campaign in its history—purpose, to push its 1949 models. Nash dealers are cooperating with newspaper advertisements tying in with the national advertising program.

The advertising schedule, twice the size of Nash Motors' largest previous



CELEBRATING with a national campaign, Sunshine Biscuits, Inc., marks the 40th anniversary of its cream-filled cookies.

program, will be carried by about 1,200 newspapers in 1,093 cities and towns throughout the Nation, supplemented by national magazines, outdoor and extensive radio advertising.

Nash will also sponsor all CBS network coverage of the Presidential election returns the evening of November 2. Commercial identification of Nash throughout the all-night uninterrupted election reports will tie in with the late October announcement of the 1949 Nash cars.

The newspaper series, 1,500-line advertisements in major cities and ranging down to 600 lines in smaller papers, announce public showing of the car in dealer showrooms across the country, picture the car and describe its "revolutionary features." This concentrated newspaper phase of the introduction campaign will cover about two months and reach a combined circulation of more than 50,000,000.

Four-color covers and two-page spreads in national magazines will continue the campaign throughout the last months of 1948.

More than 7,000 outdoor boards, strategically located from coast to coast to the best local advantage of individual Nash dealers, are featuring the new 1949 Nash "Airflyte." The 24-sheet posters on the new cars cover nearly 1,200 communities.

Radio announcements began before the introduction date, reached a peak on the day of the car's first public appearance in late October, and will continue during the announcement period.

The advertising agency for Nash Motors is Geyer, Newell and Ganger, Inc., New York City.

SALES MANAGEMENT

Here's Where BOOTH NEWSPAPERS SHINE!

**GRIFFIN SHOE POLISH
SELLS MICHIGAN
THROUGH ALL 8
BOOTH NEWSPAPERS!**

Booth Newspaper families wear a lot of shoes . . . and Griffin has a message for all of them.

The best way to reach them is through ALL 8 BOOTH MICHIGAN NEWSPAPERS. In no other way can Griffin . . . or you . . . deliver sales messages to the Booth Michigan Market and be sure of circulating 383,058 daily copies of those messages to busy, prosperous Michigan families!

*For specific information
on the Booth Michigan Market,
call or write:*

The JOHN E. LUTZ CO.
435 N. Michigan Ave.,
Chicago 11

DAN A. CARROLL
110 East 42nd Street
New York City 17



*Advertising Agency:
Birmingham, Castleman
and Pierce*



BOOTH *Michigan* NEWSPAPERS

**GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS**

NOVEMBER 1, 1948

THE *finest* DEALER SIGNS IN AMERICA!



*smart, modern designs
in electric displays
self-lighting SIGNS
without using lamps
original plastic ideas
for every business*

**AMERICAN ENGRAVING
COMPANY**
465-67 N. 8th, PHILADELPHIA 23, PA.
NEW YORK OFFICE
7 E. 42nd ST. MURRAY HILL 2-1404

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

180—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

179—The Sales Budget: Blueprint for More Efficient Marketing. (Price 25c)

178—Cost of Keeping Salesmen in the Field Rises 40-50% since 1939. (A new survey.) (Price 10c)

175—Unionization of Salesmen. (A portfolio of six case-study articles.) (Price 50c)

ADVERTISING

138—How to Increase Sales Through Better Media Selection, by Arthur Hurd. (Price 25c)

MANPOWER PROBLEMS

176—College Seniors Rate Selling Work As a Career. (Price 5c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

SALESMANSHIP

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

161—Why I Lost That Order. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep It Healthy? by R. L. Cain. (Price 5c)

154—Ideas for Solving Your Biggest Post-War Problem: The Training of a Hard-Hitting Sales Force. (A portfolio of 12 articles.) (Price 50c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

PACKAGING

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

REFERENCE TOOLS

177—A Current List of Selected Information Sources. (Compiled under the direction of Peter B. B. Andrews.) (Price 25c)

144—A Current Reading List for Sales Executives and Salesmen. (Price 25c)

A recent canvass of 100 typical students in one of New York City's colleges showed that the women students average 8½ hours a week in the subways and the men 10 hours. Roper's subway survey revealed that of all adult New Yorkers . . .

**9 OUT OF 10
ARE SUBWAY RIDERS!**

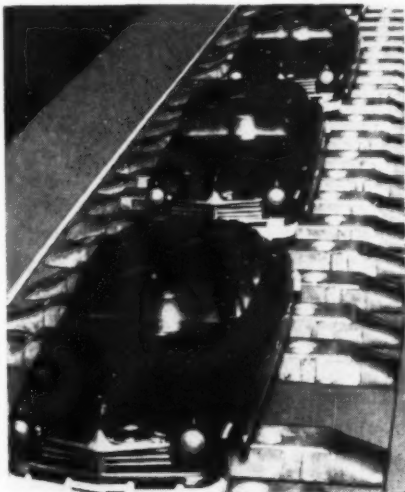
NEW YORK SUBWAYS ADV. CO., 630 FIFTH AVE., N. Y. 20

Salesmen Demonstrate Car Innards with Models

With precision-built scale models, Hudson prospects can see for themselves without fuss or muss the engineering principles in the 1949 "step-down" body. Transparent panel and two-part construction show up design features.

A glorified miniature model of its product, to be used in explaining construction features, for display purposes, and in other ways, is being distributed to its dealers by Hudson Motor Car Co., Detroit.

This miniature car is more than just a toy. Precision-built to exact



PINT-SIZE: But it's a real assembly line for Hudson's miniature models. The model is 1/16 of the size of a real-life Hudson.

scale, it is 1/16 of the size of an actual Hudson four-door sedan, hence is approximately 13 inches long. The body is made of plastic and is transparent on one side, full Hudson color on the other. This serves the dual purpose of duplicating actual Hudson colors and of enabling prospects to see what is inside the body, including the "Monobilt" body and frame construction, seats, and even an instrument panel. The exterior includes rubber wheels with simulated white sidewall tires, chrome-colored bumpers, hub caps, and headlight rims.

Salesman's Sample

Designed primarily to tie in with an extensive newspaper and magazine advertising campaign which features the "step-down" principle of design of the 1949 Hudson, the model is made in two parts which enables the salesman to show his prospects advan-

tages of this design. The hood and front-end grill can be lifted off as a unit, and the frame is made of plastic of different color than the rest of the car. The floor is recessed inside the frame to bring space heretofore under the floor up inside the car, where it is available for passenger use. The model thus shows how, by creating in this space a "step-down" zone, Hudson has been able to produce a low-built, streamlined car with a lower center of gravity, while preserving ample headroom. The model can be turned over to show the entire under-frame construction, which of course could not be shown readily in a real car. Through the transparent side of the body, the prospect can see details of the recessed floor and the cradling of the seats, which are placed ahead of the rear wheels.

Step-Down Blueprints

So important did the Hudson management consider this sales tool that they had the engineering department, in collaboration with plastics technicians, produce scaled-down blueprints for it from the actual blueprints used to build dies for Hudson cars. The dies for the miniature model are made of stainless steel, cost \$35,000, and took four months to build. They are accurate to one-thousandth of an inch.

The Detroit Macoid Corp., which is manufacturing the models, has set up a miniature automobile assembly plant in its factory and is using assembly-line technique in turning them out at the rate of one a minute.

In addition to the half-transparent model which is to be used for demonstrations, Hudson is also building full-color models to be used in window and salesroom displays and for promotional purposes.

"Even though we are still in a seller's market, we are doing everything possible to get across Hudson's exclusive sales story," M. M. Roberts, director of advertising and merchandising, says. "We think this plastic model will play an important part in our over-all program."

Only **IN THE PANTAGRAPH**
Can You Reach 117,000
People In Central
Illinois

The Pantagraph, is read by 9 out of every 10 families in McLean County...90% coverage of this fertile sales market.

THE PANTAGRAPH
BLOOMINGTON, ILLINOIS

Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

TIME To SELL to Industry?

Present markets need more intensive cultivation and sales pressure? Want to find new markets without spending heavy money?

For 15 years **INDUSTRIAL EQUIPMENT NEWS** has helped advertisers sell to industry, even on shoestring budgets.

Today it offers you a compact, controlled, attentive audience of 52,527 Engineering, Operating and Production Men in *all industries*. You can reach this dominant audience for only \$1,330 a year!

"The I E N Plan" has helped many advertisers. It may help you. Ask us for a copy.

INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Co.

461 Eighth Ave. New York 1, N. Y.
Boston - Chicago - Cleveland - Detroit
Los Angeles - Philadelphia - Pittsburgh

WOULD YOU LIKE TO IMPROVE INDIVIDUAL SALES PERFORMANCE IN YOUR COMPANY?

Sales executives, in post-war analyses, are finding that many of their best order takers of recent years are falling behind in order getting, and are losing out to the more intense competition returned with peace-time production.

We have helped many concerns to solve this problem by salvaging salesmen already on their payroll. Through the use of individual evaluation by psychological testing, we uncover specific weaknesses of men who have forgotten how to sell competitively, or who never learned. With knowledge of their weaknesses, we build individual sales improvement programs for men in all types of sales activity.

The results of many improvement programs have been outstanding. A request will bring specific examples, and full information on the use of testing as a sales improvement as well as a sales selection aid.

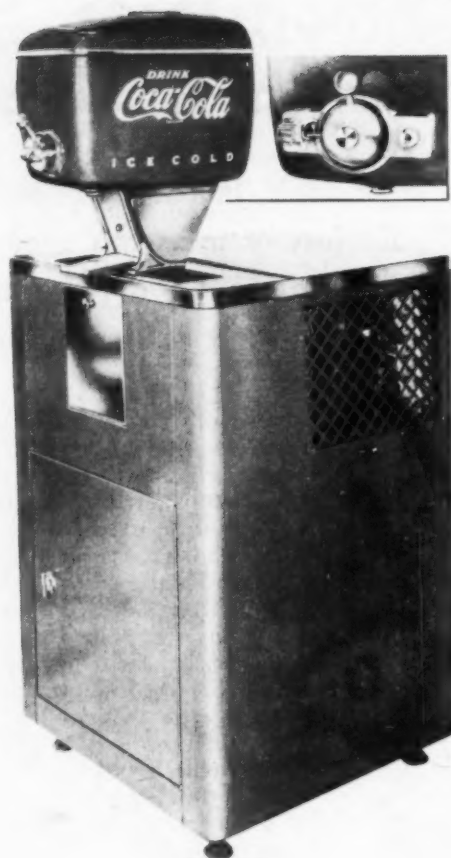
SADLER, HAFER & ASSOC.

Personnel Management Counsel

333 N. Michigan Ave.

Chicago 1, Illinois

ANDover 1607



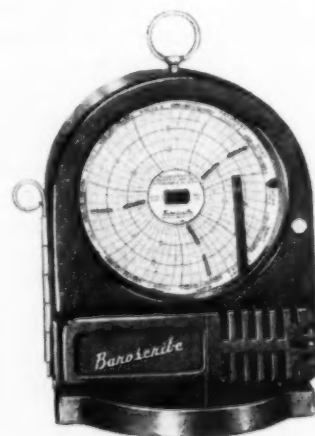
SERVING UNIT CABINET is all steel and is bonderized after fabrication to resist rust. It has adjustable type cup legs.

coming your way . . .

.....dispenser for serving draft Coca-Cola is mechanically cooled. Called the Perfex, the new all-steel unit is completely self-contained and measures 26½" wide by 28½" deep by 42" high. The refrigeration is by means of "lift-out assembly," including a 1/3 HP hermetic condensing unit. A carbonator with controls provides carbonated water containing a uniformly high gas content, according to the manufacturer. Accessories are available. They include a paper cup dispenser and a combination tally counter and lock. The Perfex serving unit is made by The Bastian-Blessing Co., 4201 W. Peterson Ave., Chicago 30.

.....baroscribe, a recording barometer, writes a continuous seven-day record of barometric pressure on a replaceable paper chart. The record shows magnitude of rise or fall of barometric pressure, when the change occurs, and how rapidly it takes place. The Baroscribe is completely self-contained. It has a spring-wound precision clock movement, geared to rotate the chart at

a uniform rate for seven days. At the end of seven days, the clock is rewound by hand, and the chart replaced. Chart replacement simply requires swinging open the door of the instrument, which contains the barometric pressure sensitive element and the pen arm, lifting off the old chart and fitting a new one over the chart drive.



INSTRUMENT records barometric pressure.

SALES MANAGEMENT

The new chart is set to the proper time by turning the chart drive until the current day and time lines up with the "time-pointer." The Baroscribe movement is adjustable to sea level at any altitude, and is unaffected by temperature variations. It is being introduced by Bacharach Industrial Instrument Co., 7000 Bennett St., Pittsburgh 8, Penna.

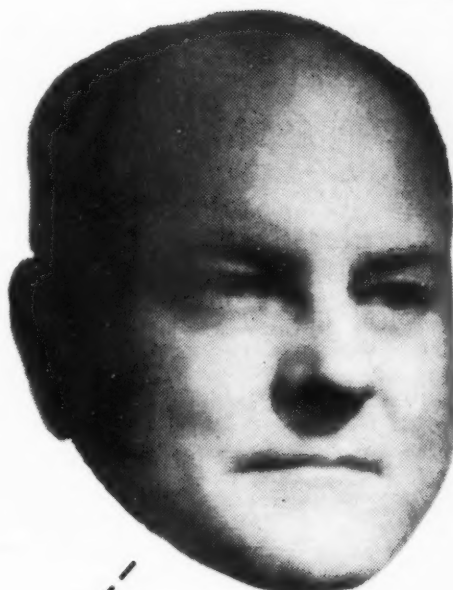
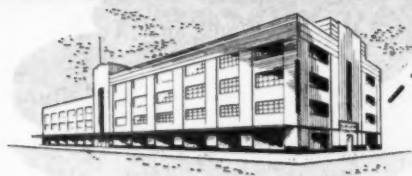
.....new coin meters for operation of washing machines, driers, radio and television sets are all electric and built in a packaged



METER may be attached to the wall.

unit. They feature A.B.T. slug rejector, Telechron timing motor, M-H-I electrical interlock, sequence operation and switching. The meters may be mounted on the wall or directly on the machine or appliance. An advantage of the contained A.B.T. slug rejector mechanism, it is said, is that it checks the size, weight, metallic content and hardness of coins—thus providing outstanding protection from slugs. The use of a Telechron motor and gearing assures almost perfect accuracy of timing. The contact mechanism is rated to handle 30 amperes. It is claimed free operation or multiple operation on one coin is impossible. The meters are produced by Miller-Harris Instrument Co., 836 North 4th St., Milwaukee 3, Wisconsin.

MEN WHO ARE MAKING HOUSTON GREAT.



MEET
*John
Weston*

● Even in Houston—city of the magic and miraculous—there's an Horatio Alger note to John C. Weston's story, and furniture store executives the nation over regard him with a trace of awe.

In twenty-one years he has developed his Suniland Furniture Company from a two-by-four hutch into one of the largest and finest stores of its type in America. Simultaneously he ran his total capital of \$5,000 into a business that's worth about \$1,000,000 today. It's a neat trick to make both quality buyers and folks with slim pocketbooks swear by the same store—and John has turned that trick, too.

"If you want to call it magic," he says, "call my Aladdin's lamp the *Chronicle*. It has been my Number One medium ever since I started. Whether I'm pushing expensive lines or big values for the budget-folks, the *Chronicle* produces—every time."

Thank you, John. We must agree that our thirty-five years of leadership in city circulation, city and retail trading zone and total circulation—both daily and Sunday—as well as our leadership in local, national, classified and total advertising, make a powerful Aladdin's Lamp for every advertiser.

The Houston Chronicle

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Advertising Director

THE BRANHAM COMPANY
National Representatives

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How to Compute Salesmen's Auto Allowances in 42 Areas

BY R. E. RUNZHEIMER • R. E. Runzheimer & Co.

It's time for a thorough-going review of the basis for fair allowances. Costs of salesmen's autos have risen 56 to 60% since 1940. Mr. Runzheimer provides you with tools so you can work out a plan fair to both the company and salesmen.

A recent study based on 12 key cities in the United States shows that automobile expenses* have increased from 56 to 60% since 1940. At 15,000 miles of driving yearly, the increase is 56% while at only 10,000

miles of driving yearly the increase over 1940 is 60%.

It is of interest to note that the national cost of living index reported by the Bureau of Labor Statistics shows an increase of about 74% for August 1948 over August 1940. This shows that while the increases in car operating costs have been very stiff, they have not quite kept pace with the

increases in living costs generally.

Table 1 (see below) reports increases between August 1940 and August 1948 on some of the more important items of expense affecting automobile operating costs in 12 key cities in the United States. 1940 figures are based on the Chevrolet 1940 Master De Luxe, while 1948 figures are based on the Chevrolet 1948 Stylemaster Town sedan. The expense items compared are clearly defined in connection with the table. Chart 1 (page 125) pictures average increases on these items.

The average price of "regular" grades of gasoline in the 12 key cities increased from 18.8c to 27.5c during this eight year period, or 46%.

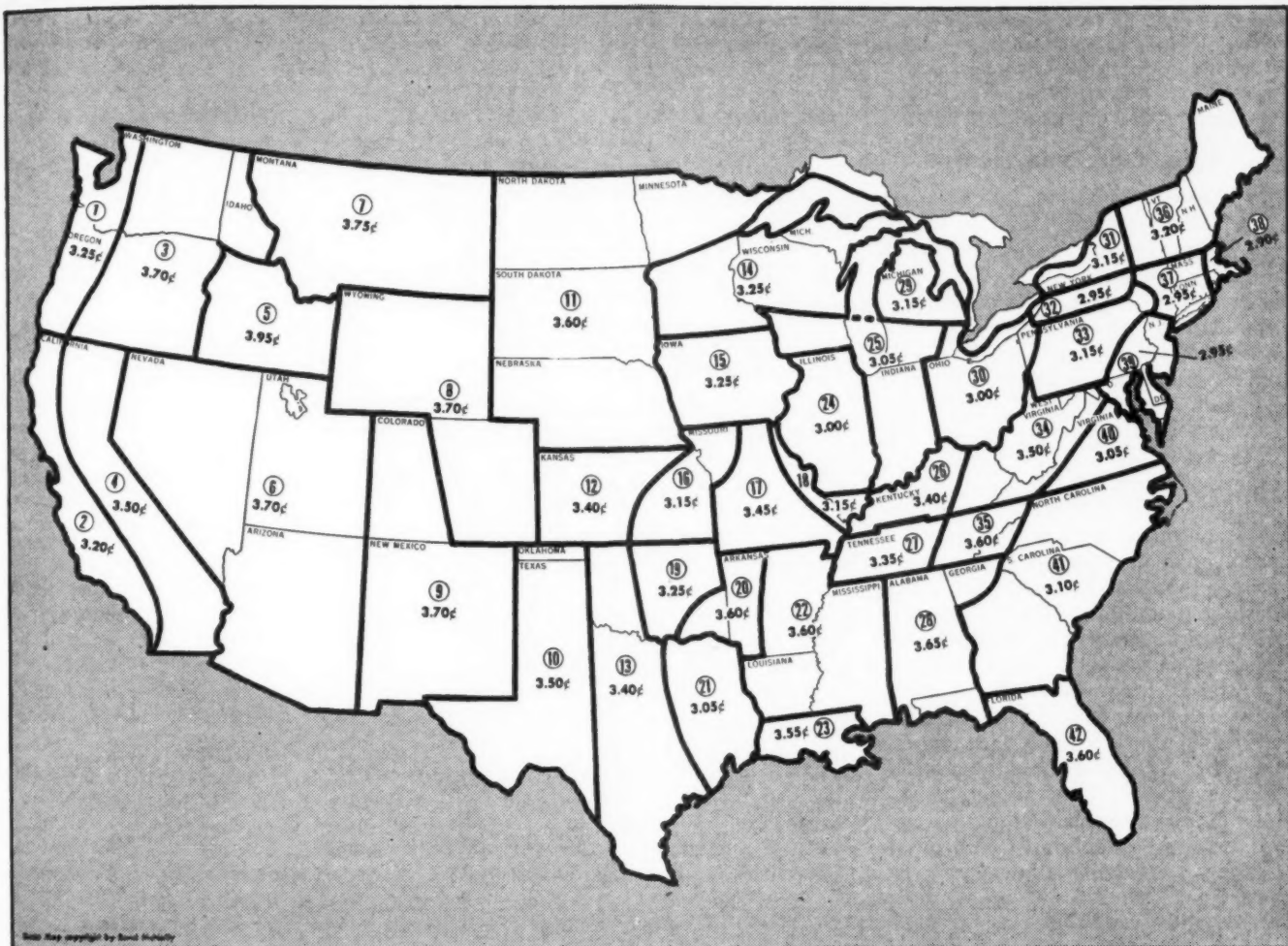
*See Auto Expenses Run 5½ to 6 Cents Per Mile on General Foods Fleet, SM, Sept. 15, 1948, p. 132.

Table 1
Increase in Costs of Operating Passenger Automobiles Between August 1940 and August 1948
in 12 Key U. S. Cities

	Boston	New York	Atlanta	Cleveland	Chicago	Minneapolis	New Orleans	Dallas	Denver	Boise	Salt Lake City	Los Angeles	12 City Average
1 Regular grade gasoline prices.....1940.....	15.0¢	16.5¢	20.5¢	17.0¢	17.0¢	18.5¢	21.0¢	16.0¢	20.0¢	26.0¢	19.6¢	18.0¢	18.8¢
2.....1948.....	24.5	25.0	28.5	26.5	26.5	28.0	29.0	25.0	29.5	33.5	29.0	25.5	27.5
3 % increase.....	63	52	39	56	56	51	38	56	48	29	48	42	46
4 Annual insurance premiums.....1940.....	\$125.74	\$116.37	\$89.51	\$75.51	\$85.14	\$89.82	\$85.25	\$85.99	\$62.78	\$70.62	\$79.25	\$77.09	\$83.59
5.....1948.....	159.44	250.03	154.80	147.09	162.74	153.61	99.21	117.15	103.57	128.12	145.75	153.14	147.89
7 % increase.....	27	115	73	95	91	71	52	78	65	81	84	99	77
7 Annual state license fees.....1940.....	5.00	16.50	4.50	11.00	11.20	15.30	14.15	11.40	22.95	5.25	6.25	14.90	11.53
8.....1948.....	5.00	16.50	4.50	11.00	11.20	22.60	4.00	11.40	32.55	6.00	6.25	27.70	13.23
9 % increase.....						48	72		42	14		86	15
10 Freight charges from factory.....1940.....	40.00	38.00	60.00	21.00	26.00	46.00	74.00	82.00	87.00	147.00	122.00	163.00	75.50
11.....1948.....	78.00	74.00	90.00	42.00	50.00	89.00	113.00	124.00	132.00	215.00	185.00	247.00	119.92
12 % increase.....	95	95	50	100	92	93	53	51	52	46	52	52	59
13 Standard delivered car price.....1940.....	809.	807.	829.	814.	819.	815.	851.	851.	873.	916.	909.	960.	854.00
14.....1948.....	1465.	1461.	1477.	1472.	1480.	1476.	1515.	1511.	1549.	1602.	1603.	1683.	1525.00
15 % increase.....	81	81	78	81	81	81	78	78	77	75	76	75	79
16 Annual fixed costs.....1940.....	\$32.74	\$34.87	\$301.01	\$281.51	\$293.34	\$301.12	\$283.40	\$281.39	\$295.73	\$295.87	\$303.50	\$321.99	\$302.21
17.....1948.....	\$30.44	\$31.53	\$528.30	\$511.09	\$528.94	\$530.21	\$467.21	\$491.55	\$508.12	\$518.12	\$537.00	\$584.84	\$530.61
18 % increase.....	59	89	76	82	80	76	65	75	72	75	77	82	75
19 Variable costs per mile.....1940.....	1.90¢	2.00¢	2.25¢	2.05¢	2.05¢	2.20¢	2.30¢	1.95¢	2.30¢	2.70¢	2.20¢	2.10¢	2.17¢
20.....1948.....	2.75	2.80	3.05	2.90	2.90	3.05	3.05	2.80	3.15	3.40	3.05	2.85	2.98
21 % increase.....	45	40	36	41	41	39	33	44	37	26	39	36	37
22 Total annual costs at 15,000.....1940.....	\$617.74	\$634.87	\$639.01	\$589.51	\$601.34	\$631.12	\$628.40	\$574.39	\$640.73	\$700.87	\$633.50	\$636.99	\$627.37
23.....1948.....	\$435.44	\$451.53	\$886.30	\$946.09	\$963.94	\$988.21	\$925.21	\$911.55	\$981.12	\$1028.12	\$995.00	\$1012.84	\$977.78
24 % increase.....	53	66	54	60	60	57	47	59	53	47	57	59	56

DEFINITIONS OF ITEMS

- 1-2 Normal prices on regular grades of gasoline on August 1st of each year.
- 4-5 Standard manual premiums on fire, theft, \$50 deductible collision, property damage (\$M), public liability (15-30M) on new model Chevrolet DeLuxe Town sedans.
- 7-8 Annual state registration fee, certificate of title fee and drivers' fees where incurred.
- 10-11 Freight charges from factory to each city on new Chevrolet DeLuxe Town sedans.
- 13-14 Standard delivered price in each city of above mentioned models including all necessary standard equipment, five wheels, heater, freight from factory, and state and Federal taxes, but not including radios, special and deluxe accessories, white sidewall tires, etc.
- 16-17 Includes all insurance premiums, license fees and depreciation costs, which do not increase directly with miles driven.
- 19-20 Includes gas, oil, greasing, washing, service maintenance and tires—items which increase directly with miles driven.
- 22-23 Sum of annual fixed and variable per mile costs at 15,000 miles driving.



42 BASIC COST AREAS: See text of the accompanying article for full explanation of how to use this map to work out a fair per mile allowance for your salesman's auto costs. Needs of each company will determine fairest allowance.

Annual premiums on the conventional types of insurance coverage necessary for the safe operation of a passenger automobile increased from an average of \$83.59 to \$147.89, or 77%.

The average annual state license fee showed the smallest percentage of increase of all the cost items considered, only 15%.

Average freight charges from the factory to each key city increased from approximately \$76 to \$120, or 59%.

Standard delivered car prices have increased 79%.

Annual fixed costs have increased 76%.

Variable costs per mile have increased 37%.

Total Cost Increase

Total annual costs at 15,000 miles of driving have increased 56%. As stated previously, at 10,000 miles of driving this increase becomes 60% as a result of the fact that annual fixed costs have increased at approximately twice the rate of the variable costs.

The fact that fixed costs have increased much more rapidly than variable costs is significant in considering the problem of expense economy. To the company fleet owner it suggests that company owned cars be assigned only when annual business mileage requirements are relatively high. To the company whose employees own and operate their private cars on business it suggests the desirability of combining the use of a single car for both business and personal driving wherever possible. This permits a practice which has become noticeably more widespread during the past three years, of prorating equitably between business and personal driving the relatively high fixed expenses involved in automobile ownership. This can easily be accomplished so as to be mutually fair to the company and the driver by the use of a sensible system of automobile allowance accounting.

Table 1 (page 120) shows some interesting variations in 1948 costs between the 12 key cities considered.

For example, the normal price on "regular" grades of gasoline in Boston

is 24.5c while at Boise it is 33.5c.

Insurance can be bought in Denver at an annual cost of \$103.57 but in New York it costs \$250.03, or over \$146 more per year.

The annual state registration and driver's fees in Louisiana are only \$4, but in Colorado they are over \$32.

Delivery Cost

The element of freight from the factory, entering into the delivered price and consequently into the depreciation cost on each car, represents only \$42 in Cleveland but \$247 in Los Angeles. As a result, the standard delivered price in Los Angeles is \$211 higher than in Cleveland, and \$222 higher than in New York City.

The annual fixed costs are over \$164 higher in New York City than in New Orleans. This is a difference of \$13.69 in the monthly allowances which should properly be made between men operating identical models of cars at identical mileages in these two cities.

Variable costs per mile are 3.40c in

Boise and only 2.75c in Boston, a difference of 0.65c per mile.

Finally, the total annual costs of driving 15,000 miles in New York are nearly \$140 higher than in Dallas.

Individual Adjustments

In these comparisons we have assumed the models of cars on which allowances are based, and the annual mileages, to be identical in the 12 key cities. However, in actual operations both of these factors vary considerably, particularly that of annual mileages on business between individual men comprising a national sales force.

Consequently, it has been our experience that these two factors added to variations in cost conditions geographically, result in over-payments or underpayments to individual men as great as \$500 annually where uniform flat allowances per mile or per month are used. Obviously, in the period of more intensive competition ahead, progressive sales management will never be satisfied with such serious inaccuracies and inequalities. For that reason, hundreds of well known companies are today successfully using automobile allowance accounting in establishing individual territory standard allowances for

their men. These result in allowances reasonably accurate in reflecting current cost conditions and therefore assure a square deal for both company and salesman.

In Table 2 (page 124) and the accompanying map we present automobile standard allowances reflecting current price conditions on 1948 Group B cars by 42 United States cost areas. Four points should be kept clearly in mind in connection with the use of these allowances.

Make and Model

First, the allowances reflect operating costs on the median car in the so-called B group. This group includes the Ford-Chevrolet-Plymouth cars up to and including the Olds and Pontiac 6's, the Dodge, and the Nash Ambassador. Accordingly, allowances shown are appreciably higher than they would be if established specifically on the Chevrolet 1948 Fleetmaster Town sedan, for example.

Second, if it is desired to adjust the reported allowances so as to reflect the Chevrolet costs, this can be done reasonably accurately by reducing the per mile allowances in cost areas 3 to 13 inclusive by 2½ mills (.25c), and reducing the per mile allowances in all remaining cost areas

by 1½ mills (.15c). Fixed allowances annually will also be somewhat lower on the Chevrolet basis but the difference here is not a major one.

Third, it has been our experience that these cost area standard allowances are in many cases necessarily from \$75 to \$100 higher per year than accurately established individual territory standard allowances would be. This results from the fact that under the cost area setup it is usually necessary to reflect the highest points on both fixed and variable costs over a sizable area. In establishing allowances for the smaller individual sales territory, however, very much lower costs are frequently properly applicable.

15 Cars or More

Fourth, for the above reason, we recommend that the individual territory standard allowance plan rather than the cost area plan be used by companies operating 15 or more privately owned cars on business. At \$75 to \$100 per car, the annual saving involved in fleets of 15 or more cars is sizable enough to justify using the individual territory allowance setup.

However, companies operating fewer than 15 cars will find the cost area allowances a big improvement

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SALES MANAGEMENT

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Table 2
Automobile Standard Allowances on 1948 Group B Cars
by 42 U. S. Cost Areas

Cost Area No.	Basing point for fixed charges	(1) Total annual fixed costs	(2) Fixed allowance per day	(3) Total per mile allowance
1	Portland, Ore.....	\$576	\$1.58	3.25c
2	San Francisco, Cal.....	609	1.67	3.20
3	Spokane, Wash.....	553	1.52	3.70
4	Sacramento, Cal.....	591	1.62	3.50
5	Boise, Ida.....	539	1.48	3.95
6	Tucson, Ariz.....	556	1.52	3.70
7	Butte, Mont.....	587	1.61	3.75
8	Denver, Colo.....	529	1.45	3.70
9	Las Vegas, N. M.....	567	1.55	3.70
10	El Paso, Tex.....	533	1.46	3.50
11	Omaha, Neb.....	519	1.42	3.60
12	Dodge City, Kan.....	492	1.35	3.40
13	Corpus Christi, Tex.....	522	1.43	3.40
14	Duluth, Minn.....	554	1.52	3.25
15	Des Moines, Ia.....	505	1.38	3.25
16	Kansas City, Mo.....	537	1.47	3.15
17	Joplin, Mo.....	542	1.48	3.45
18	St. Louis, Mo.....	540	1.48	3.15
19	Tulsa, Okla.....	557	1.53	3.25
20	Fort Smith, Ark.....	545	1.49	3.60
21	Houston, Tex.....	524	1.44	3.05
22	Jackson, Miss.....	516	1.41	3.60
23	New Orleans, La.....	488	1.34	3.55
24	Chicago, Ill.....	546	1.50	3.00
25	Milwaukee, Wis.....	517	1.42	3.05
26	Louisville, Ky.....	518	1.42	3.40
27	Nashville, Tenn.....	514	1.41	3.35
28	Birmingham, Ala.....	549	1.50	3.65
29	Traverse City, Mich.....	504	1.38	3.15
30	Youngstown, Ohio.....	557	1.53	3.00
31	Syracuse, N. Y.....	548	1.50	3.15
32	Elmira, N. Y.....	550	1.51	2.95
33	Pittsburgh, Pa.....	534	1.46	3.15
34	Williamson, W. Va.....	535	1.47	3.50
35	Chattanooga, Tenn.....	518	1.42	3.60
36	Saratoga Springs, N. Y.....	563	1.54	3.20
37	New York, N. Y.....	637	1.75	2.95
38	Chelsea, Mass.....	535	1.47	2.90
39	Bayonne, N. J.....	553	1.52	2.95
40	Norfolk, Va.....	504	1.38	3.05
41	Charleston, S. C.....	535	1.47	3.10
42	Miami, Fla.....	545	1.49	3.60

over the usual flat allowance system; and it is for this category of companies that the information in Table 2 (see above) and the basic cost areas map (page 121) is intended.

The annual fixed costs reported under column (1) of Table 2 include annual premiums on fire, theft, \$50 deductible collision, \$5,000 property damage, \$15,000-\$30,000 public

liability insurance, state license fees, and depreciation. In establishing these fixed costs for each cost area we have used the "basing point" city listed in Table 2. Usually this is the highest fixed cost city in the area, as previously explained.

The total per mile allowances under column (3) of Table 2 cover the variable cost items reimbursed

for on business driving, namely gasoline, oil, greasing, washing, service maintenance, and tires.

Certain items subject to reimbursement on business mileage are not included in the fixed and variable allowances as reported in Table 2, and we recommend that these be reimbursed for as special amounts as incurred and reported by the drivers. These items are local city license fees, local property taxes, daytime parking and bridge and ferry tolls, overnight storage when away from home city.

Additional Mileage

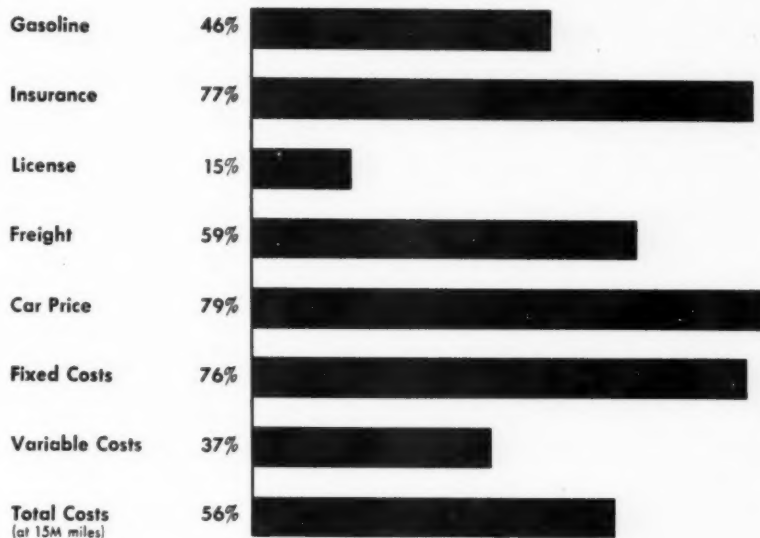
The allowances established for depreciation as a part of the annual fixed costs under column (1) are adequate up to and including 18,000 miles of business travel annually. Above 18,000 annual miles of business travel the standard depreciation allowance on cars in this group increases by approximately \$9 per thousand.

Accordingly, a man driving 25,000 business miles in the 12 month period would be entitled to an additional depreciation adjustment at the end of that time on the mileage in excess of 18,000. This is 7 times \$9, or \$63.

Chart I

INCREASES IN AUTOMOBILE COSTS

August 1948 over August 1940 — In 12 Key Cities



The annual fixed costs reported in column (1) may, of course, be reimbursed for over monthly, semi-monthly, weekly or daily periods as desired by the individual company.

Column (2) expresses this allowance on a daily basis and is determined by dividing the annual fixed cost by 365.

You may readily apply the cost area standard allowances as reported

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here to your own individual salesmen's territories by following these three steps:

1. Establish as a fixed allowance the amount shown under column (1) for the cost area including the driver's home city.

2. Establish as a per mile allowance the prorated average of the allowances shown under column (3) for the cost areas in which business mileage is driven. This per mile allowance is paid the driver in addition to the daily fixed allowance shown under column 2, in reimbursement for business mileage.

3. At the end of 12 months operation, adjust depreciation allowances on business mileages in excess of 18,000 by use of the suggested adjustment factor of \$9 per thousand. No adjustment of any kind is made on business mileages less than 18,000 annually.



Coming . . .

- City Market Ratings
- Why New Products Fail
- Too Tough in Screening Sales Applicants?
- A Report on the Business Death Rate

SALES MANAGEMENT

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

The Use of Training Films in Department and Specialty Stores. By Harry M. Hague. Published by Division of Research, Graduate School of Business Administration, Harvard University. Price, \$1.50.

The film medium, as a training tool, has been growing in importance and acceptance from school rooms to factory. Its effectiveness, says Author Hague, has been, on the other hand, disputed and has yet to be determined. The best way to judge the usefulness of the device is the type of training it is expected to accomplish. Mr. Hague has studied the use of films in the training of personnel for department and specialty stores. His findings are based on the results of a questionnaire which was returned by training directors of 112 department stores and 15 specialty shops with annual sales volumes of better than \$5,000,000.

Marketing: Principles and Methods. By Dr. Charles F. Phillips and Dr. Delbert J. Duncan. Published by Richard D. Irwin, Inc., Chicago. Price, \$6.00.

Here's a marketing book written from the consumer's approach. The authors believe that a sound marketing program begins with determining the consumers' wants and then developing the program to satisfy these specific wants and needs. While the book was prepared primarily as a basic marketing course (Dr. Phillips is president, Bates College, and Dr. Duncan is professor of marketing at Cornell.), it should prove valuable to businessmen. Every marketing principle has been fully delineated and the book is factual.

Your Public Relations. Edited by Glenn Griswold and Denny Griswold. Published by Funk & Wagnalls Co. Price, \$7.50.

The authors of *Your Public Relations* are editors of *Public Relations News*, national public relations weekly for executives. They planned their book as a practical working handbook based on actual case histories, with the end aim of an evaluation of a sound public relations program, public attitudes. The book was written by public relations experts from 32 fields. No matter, say the authors, if your business is small, no matter what its type, their book will provide you with up-to-date, tested techniques for handling people and creating good-will.

Handbook For Business Forecasting. By Leo Barnes, Ph.D. Published by Prentice-Hall, Inc. Price \$2.00.

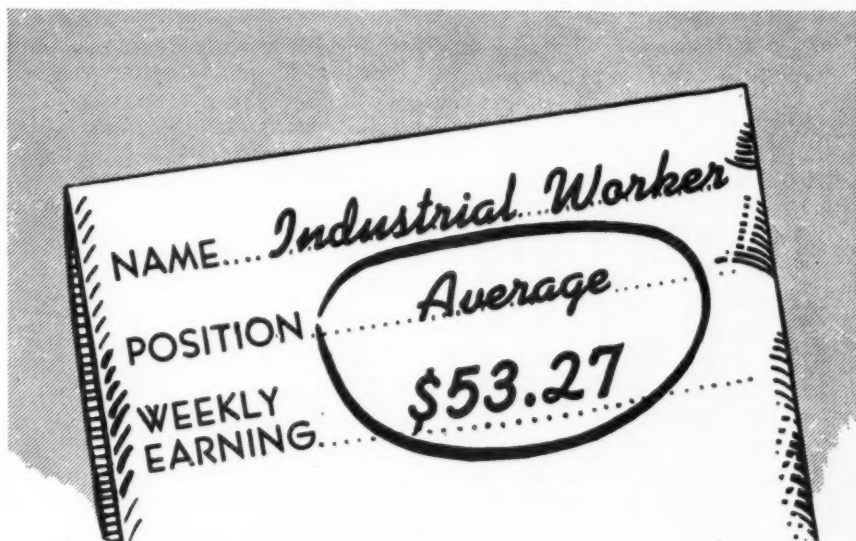
This booklet by Prentice-Hall's chief economist is "an executive's guide for anticipating business slumps and booms." No oracle, it is, however, a solid study of the economic conditions which affect

business, and how and why. The booklet is divided into three parts: forecasting overall business conditions; forecasting your company's performance; and using forecasts in your company's operations. Mr. Barnes dips into such subjects as forecasting demand or buying power, industrial employment and sales quotas.

Small Business: Its Place and Problems. By A. D. H. Kaplan. Published by McGraw-Hill Book Co., Inc. Price, \$3.25.

Today the number of small businesses in the U. S., per thousand of population, is as large as at any time in our history.

Numerically there is no downward trend in sight, according to Dr. Kaplan, whose new book is being issued under the auspices of the Research and Policy Committee of the Committee for Economic Development. Dr. Kaplan concerns himself with the three main factors which will affect small business' vitality: improved management, greater availability of equity capital, and an improved long-range program of Federal taxation. A good part of the book is given over to a discussion of areas and instruments for providing a healthy ground for small business, with particular emphasis on colleges and the part manufacturers should play.

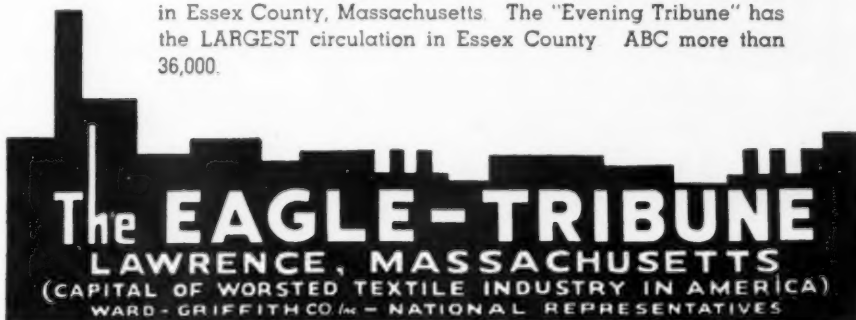


Earnings Have Increased in Lawrence, Mass.

The average weekly pay envelope of Lawrence industrial workers has been increased to \$53.27, with 25,349 persons employed in local industries, according to a survey for June, 1948, released by the Greater Lawrence Chamber of Commerce.

The Effective Buying Power of Lawrence workers has gone up more than 30 per cent. in the past year, the Sales Management Survey of Buying Power reports, and recent pay increases, it is conservatively estimated, will push the total Lawrence Buying Power for 1948 up to more than \$137,644,000.00.

The "Lawrence Daily Eagle" is the ONLY morning newspaper in Essex County, Massachusetts. The "Evening Tribune" has the LARGEST circulation in Essex County ABC more than 36,000.



NEW JERSEY'S FOURTH LARGEST MARKET
NO COMPETITION



**Bayonne
CANNOT BE SOLD
FROM THE OUTSIDE**

THE BAYONNE TIMES has no competition. That is why, in this wealthy city, 99.2% of ALL RETAIL ADVERTISERS in Bayonne advertise EXCLUSIVELY in THE BAYONNE TIMES . . . Local advertisers who have to get results . . . do . . . in THE BAYONNE TIMES Alone.

Send for the TIMES Market Data Book

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., New York 228 N. LaSalle St. Chicago

15 MILLION NEGROES MUST EAT AND DRINK

And they have 10 billion dollars to spend! If you have food, drinks, cosmetics, liquor or any other products to sell, the best way to reach the Negro is through the Negro papers and magazines he reads with interest and confidence. Advertising in these papers pays big dividends, for the American Negro is the most loyal customer in the world. For full information of this great market, write today to Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

POINT OF SALE ADVERTISING

Colorful - Self Adhesive - Cellophane, processed in Rolls. Easy to buy - Easy to apply - used for Packaging - Point of Sale advertising - Parts marking and Aircraft Wire terminal identification.

TOPFLIGHT TAPE CO. - YORK, PA.



They're to be found in the building supply industry right now. But, you've got to know "pay dirt" when you see it.

Cues for Employee Help In Public Relations

A survey showed that customers of Washington State Power held strong views about the company. These views are being changed with an employee better service program.

Two years ago, Washington Water Power Company, Spokane, made a survey of customer opinion and found considerable support for public ownership, along with beliefs that profits were high, the company run from Wall Street, and so on.

"Here is what our customers think about us," said Kinsey Robinson, president of the power company, to 1,200 employees. "Do you want to help win better customer feeling?"

Employees got behind a well-planned better service program, to run a year, when another survey of customer opinion would be taken to see if progress had been made.

Robinson deeply distrusts the term "public relations," argues that improving your service is better than trying to wheedle people into liking you as you are. Good service is created by employees. Hence the program.

Employees were given a choice of activities, such as calling on new residents and customers, training for speaking, assisting community causes by displays in company windows and

meetings in the company's auditorium, sending appropriate cards for customer vacations; 75,000 Christmas cards to a 100,000 customers were addressed by employees at home. Skeptical employees became interested, built skating ponds for youngsters, taught first aid in Boy Scout classes.

Prizes were trips to the General Electric plant at Nela Park, near Cleveland. Prizes were awarded by a system that included a drawing for all employees.

The year's end re-check showed a drop in sentiment for public ownership, and better customer understanding.

Employees voted to continue the program another year, but with modifications such as holding fewer meetings, holding them on company time, spending less money on dinners, and also prizes, concentrating on courtesy.

The program definitely aided selling by bringing more reports of prospects for appliances as well as power, though the company does not sell or repair appliances.

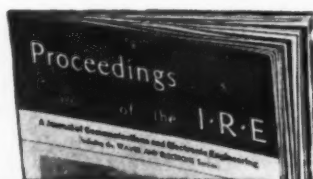
"Pre-specification Period"

How many engineers can your salesmen reach?

How often do you find specifications set long before your salesmen had a chance to present their story?

In the technical, radio-and-electronics industry, engineers do the buying. The big sales are made in the "pre-specification period." In a recent survey of 2373 radio engineers, 80% proved to have buying influence on technical components, instruments and materials. Most of these men your salesmen never see!

Ask us for this survey "Engineers Are Buyers."



**Proceedings of the I. R. E.
THE INSTITUTE OF RADIO ENGINEERS**

Adv. Dept.,

303 W. 42nd St., New York 18, N. Y.

Chicago: Scott Kingwill, 35 E. Wacker Drive
Los Angeles: The Willson Co., 412 W. 6th St.

Promotion

Arizona Drinks!

It's a dry state—climatically speaking—and the *Arizona Beverage Journal* offers a brochure of factual data to prove that Arizonans have a terrific thirst. The booklet is a file folder and pages are indexed to facilitate reading the classified data it contains. There are also valuable sales figures on other Arizona purchases, in addition to the liquids. Drawer 710, Phoenix.

"Packaging Case Histories . . ."

This is a portfolio—prepared by The United States Printing & Lithograph Co., Cincinnati, 12—of several case histories of successful packages designed and produced by U.S.P.&L. With the coming battles for sales, the package assumes even greater importance. This booklet aims to show, graphically, what constitutes good packaging and why such packaging is sales-worthy.

Woonsocket List

The *Woonsocket Call*, only newspaper published in northern Rhode Island, offers a map and route list of Woonsocket grocers, druggists, and liquor outlets. The list is broken down by streets, lists voluntary chains, corporate chains, sources of supply for chain stores and grocery jobbers selling Woonsocket stores. There's also a list of alcoholic beverage wholesalers serving Woonsocket outlets.

Kansas Radio

The 12th Kansas Radio Audience Survey, for 1948, conducted by Dr. F. L. Whan, University of Wichita, is ready. This is one of the most elaborate studies annually made in radio on a specific state. It is tabbed for easy reference and boasts separate sections on listener classifications, preference coverage, listening habits and hours, listener attitudes, radio mail, recall of advertising, program preference. The survey was conducted county-by-county, with separate statistics for daytime and nighttime listening. Write the General Manager, WIBW and WIBW-FM, Topeka, Kan.

Selective Broadcasting

... it lets you decide, says a handsome promotion piece from the National Association of Radio Station Representatives (101 Park Ave., New York, 17, N. Y.). The book

offers some profitable facts about a media which it calls, "radio's most flexible form of advertising." Last year advertisers spent more than \$95 million in selective broadcasting. There are exactly two-dozen pages of guidance and facts in the book, designed to help you make up your mind before spending money on selective broadcasting.

Grocery-Buying Habits

The University of Tennessee Record Extension Series has published, in cooperation with the *Knoxville News-Sentinel*, a brochure on the Consumer Shopping Habits, regarding groceries, in the Knoxville area. The research on the study was done by E. E. Garrison, associate professor of Marketing, with Robert S. Hutchison as research assistant. The study is designed to throw additional light on consumer behavior in a restricted

field. High food costs have altered the housewife's shopping pattern; Mr. Garrison has tried to show how far that pattern has changed. Stratified and random samplings were employed to get the facts. Write The Division of University Extension, Box 8540, University Station, Knoxville. Copies are free.

Television

"When it comes to Television"—the title of a booklet by WCAU, Philadelphia, 3—you'd better recognize the problems facing both advertiser and agency entering tele for the first time. Purpose of this booklet is to take a careful look at those problems and help you, as an advertiser or an advertiser's agency—to circumvent them. The booklet gives "do" and "don't" tips on the preparations of commercial slides, film footage, copy distribution in a tele station.

Here's The Picture In ROCHESTER The Kodak City

	STATION WHEC	STATION B	STATION C	STATION D	STATION E	STATION F
MORNING 8:00-12:00 A.M. Monday through Fri.	38.8	27.5	8.3	3.9	15.0	6.8
AFTERNOON 12:00-6:00 P.M. Monday through Fri.	37.5	30.0	11.4	5.0	10.4	5.2
EVENING 6:00-10:00 P.M. Sunday through Sat.	31.6	27.2	10.6	9.0	13.9	Station Broadcasts till Sunset Only



AUGUST-SEPTEMBER REPORT, 1948
Authority—C. E. HOOPER, INC.
"Station Listening Index"



ROCHESTER, N.Y.

CBS

5,000 WATTS

J. P. McKenney & Son
New York and Chicago
Homer Griffith Co.
Los Angeles and
San Francisco

Media and Agency News

NEWSPAPERS

The Indianapolis Times, Ind., is now publishing a Sunday newspaper. *The Sunday Times*—first issue, October 17—is emphasizing news, utilizing major news and picture gathering services, and making use of the daily's local, state, national and foreign staffs. The new newspaper is designed to be compact, fast-moving, informative and entertaining, with special departments and features of interest to every member of the family.

Newly developed financial features have been added to *The Philadelphia Inquirer's* Daily and Sunday Finan-



HAROLD S. BARNES has been named director of the Bureau of Advertising of the A.N.P.A.

cial Sections. Included are: New York Stock Exchange highs and lows for the year; Foreign Exchange quotations daily; more "Financial Shorts"; daily over-the-counter quotations for industrial, public utility, bank, insurance, and investing company stocks and bonds.

As part of a stepped-up merchandising program for national adver-



Because BSN brings news that its readers convert into sales, it's the best messenger for your sales-message.

tisers, *The Grand Rapids Herald*, Mich., has published a route list of local grocery stores in map form.

The directory is designed to meet the varied needs of sales representatives in the food field. Printed in two colors, the map plots all Grand Rapids food retail outlets with red dots. On the reverse side there is an index of stores by their grids, together with addresses, affiliations and types of products carried. Special care has been taken to assure accuracy and each of the 448 stores was visited by a *Herald* staff member. Copies of the map may be obtained by writing *The Herald's* promotion department.

The Indianapolis Star and *The Indianapolis News* have named Sidener and Van Riper, Inc., of Indianapolis, Ind., to handle publicity and advertising for the two newspapers. Announcement of consolidation of *The Star* and *News* was made in August. The late Merle Sidener and Guernsey Van Riper, present head of the agency, were city editors of *The Star* more than a quarter of a century ago before organizing the advertising firm.

The Kelly-Smith Co., national newspaper representatives, have opened their ninth office: Union Building, Syracuse, N. Y. Arthur J. Gordon is named manager.

Duncan Miller, formerly of Time, Inc., and the American Broadcasting Co., has been appointed sales promotion manager of the *New York Daily Mirror*.

Correction: I. R. Van Aurmen, advertising director of the *Pawtucket Times*, R. I., and retiring president of the New England Newspaper Advertising Executives' Association, was incorrectly designated in this department of SALES MANAGEMENT, October 15 issue. Our sincere apologies to Mr. Van Aurmen.

At the regular semi-annual meeting of the Midwest Newspaper Advertising Executives' Association held recently in Kansas City, Mo., Paul Allingham, advertising director of the *Amarillo Globe-News*, Tex., was elected president of the association for the coming year.



FIRST ISSUES of *The Mirror*, Los Angeles newspaper, are delivered by helicopter at Pacific Coast A.A.A.A. annual convention.

MAGAZINES

Until recently *Life* Magazine had no complete knowledge of the amount of retail business that *Life*-reading families account for in any given field or during any measured period.

To fill in this area of marketing data a study of family buying habits in the United States has been made and the results have now been published by *Life* in a 56-page brochure, "A Matter of Consuming Interest." For each of 21 consumer product classifications, ranging from mechanical refrigerators to nail polish, the percent bought by *Life* families is indicated for a given period. Dramatically, with sketch, percentage pie and copy, the booklet underscores the place *Life* families occupy in the national distribution picture of each of these product groups. Examples tell that "46% of all phonograph records bought in the U. S. in one month were bought by *Life* families" and that "30% of all coffee opened in the U. S. in a single day was opened by *Life* families."

To discover how many soups, soaps, razor blades and such are being bought, unwrapped and opened by families reading the magazine—and how often—*Life* participated in one of the Chronolog studies of family buying habits. The Market Research Company of America, which was awarded a meritorious service citation this year by the American Marketing Association, conducts these studies for leading manufacturers.

Investigators of the research company personally distributed 4,916 Chronologs to a true cross-section of families throughout the country. In diary form, the Chronolog itself makes it easy for any family group to keep accurate record of products

Money is unimportant here!!



Land of Cockaigne (COCKAYNE). This is a modern artist's idea of that delightful paradise which was part of the folklore of Europeans many, many centuries ago.



This is the Land of Cockaigne.

It's a wonderful place where the houses are built of cake, and the shops are eager to give you their merchandise for free.

Here, roast geese and other fowl wander about inviting folks to eat them. Here, buttered larks fall from the skies like manna.

Wonderful place Cockaigne . . . this Land that's always free from want . . . where business cycles are unknown . . . where money is unnecessary.

Only trouble is you won't find this mythical place on any up-to-date map of the world.

We live in a land blessed with plenty—true enough. But the rub is that we will always need hard cash to buy the things we want.

You will need money to make a good down payment on a new home . . . to send the children to college when the time comes . . . or to keep well-supplied with fine food and little luxuries when it comes time to retire.

One of the best ways you can assure yourself that you *will* have the money you need for the things you want later in life is to *save* away some of the money you now earn in U. S. Savings Bonds.

These Bonds are the safest in the world. And they make money for you. Each \$75 you save today will grow to \$100 in just 10 years.

So start saving now . . . the automatic way, on the Payroll Savings Plan where you work, or buy them regularly through your bank or post office.

**AUTOMATIC SAVING
IS SURE SAVING—
U.S. SAVINGS BONDS**

Contributed by this magazine in co-operation with the Magazine Publishers of America as a public service.





S. N. HIMMELMAN has been appointed circulation director for Macfadden Publications, Inc.

bought or used in a specified time. Furthermore, questions cannot be anticipated, nor answers changed.

Data on the market research techniques and methods used in this project are included in the booklet. It is especially emphasized that the Chronolog definition of *Life* families differs from that used in the recently published supplement to the Continuing Study of Magazine Audiences Report No. 9. The supplement defines a *Life* family as one which has read a copy of *Life*, inside or outside their own home, within a three to four week period, and on this basis reports that 36% of all U. S. families read *Life*. The Chronolog study defines a *Life* family as one which has had a copy of *Life* in the home, within a seven day period, and on this basis reports that 28% of all U. S. families read *Life*.

One of the most extensive promotions ever undertaken among independent men's stores got underway October 20 as over 200 establishments throughout the country began featuring displays based on the game bird theme of the November issue of *Holiday Magazine*.

The stores are exhibiting in their windows and interior displays framed pictures of game birds and a hunting scene from *Holiday*, tying in these displays with fall men's wear products advertized in the magazine.



—that you're in business to do business; that you're on the lookout for immediate sales.

Each participating store has requested a set of four full-color pictures of "Upland Game Birds"—pheasant, quail, wild turkey and ruffed grouse. The pictures are matted in gold and set in wood frames. A plaque engraved with the name of the bird pictured is attached to each frame. Identification with *Holiday* is provided by blowups and placards of the magazine's November cover, which pictures a hunter and his dog in a rustic setting.

The undertaking is the third nation-wide men's wear promotion the magazine has sponsored, bringing the total number of store promotions to 377.

A new member of the *Esquire* magazine family, *Esquire's Bridegroom*, "The Wedding Magazine for Men," has been announced. Scheduled to make its appearance March 1, 1949, *Esquire's Bridegroom* is a



RALPH R. WHITTAKER, Jr., executive assistant to president, Street & Smith Publications, Inc.

magazine of general circulation, planned as a complete guide to every phase of the wedding from the masculine viewpoint.

"*Esquire's Bridegroom*," states G. T. Sweetser, vice-president of *Esquire*, Inc., "will be the final word on the wedding, the reception and every phase of dress and deportment connected with them for the groom as well as for other male members of the wedding party. Further, it will treat of places to go and what to wear on the honeymoon and with the man's approach to the home and home furnishings."

The new magazine will be published twice a year and distributed throughout each six-month period to 100,000 grooms-to-be whose engagements are announced in the daily and weekly newspapers and society journals of the United States.

Last June, as part of its new program of service supplements, *Esquire* published a 16-page section called "The June Groom." It was then

learned that there is a great mass of material men need and want to know about weddings; that this is a year-round market; that this market purchases an estimated \$1½ billion worth of goods and services each year.

Proof of the potential of this market, Mr. Sweetser points out, is the fact that no less than 29 of the nation's leading stores, in 29 of the nation's leading markets, have already contracted for full-page advertisements in the first issue.

BUSINESS MAGAZINES

Probably no industry in America has changed so much since 1939 as metal working. This industry had a terrific wartime growth because it was called upon to produce the essential elements of offense and defense. Consequently, 1939 Census figures are relatively meaningless today.

The Research Staff of *Iron Age* after more than a year has now coded the 1948 physical plant, manufacturing operations and employment distribution of this enormous industry.

In a booklet called "*The Iron Age* presents its Basic Marketing Data of the metal working industry" the publication supplies last-minute national totals, industry by industry, for the entire metal working industry. In the near future more detailed geographical data will be released to supplement aggregate figures presented in the booklet.

Some of these figures—those by major city areas—will be presented to SALES MANAGEMENT readers in a Marketing Pictograph in the November 20th issue.

Iron Age found that two basic avenues of approach were open—questionnaires by mail, and field work. To make certain that their census would include all of the primary market, executives of the magazine adopted the U. S. Census Bureau's 21-man break point and made their own census from that plant size and upward. Starting with an initial stock pile of 50,000 name cards, the plant names slowly dwindled as they were screened on the basis of reply to their questionnaire, and accredited or discarded according to the information to be found on the questionnaire. The questionnaire technique adopted called for seven mailings. These mailings brought in responses from a high percentage of the possible respondents but officials of the magazine insisted upon an even more exact analysis and they shifted to personal field work through the field staff of Dun & Bradstreet, Ross-Federal Research and National Research.

When the project was closed, the

Sure, America's going ahead...

if we all pull together!

Let's compare *yesterday* with *today* . . . that will give us an idea of what tomorrow can be!

Machine Power: Since 1910 we have increased our supply of machine power $4\frac{1}{2}$ times.

Production: Since 1910 we have more than *doubled* the output each of us produces for every hour we work.

Income: Since 1910 we have increased our annual income from less than \$2400 per household to about \$4000 (in dollars of the same purchasing power.)

Work Hours: Yet, since 1910 we have cut 18 hours from our average workweek—equivalent to two present average work-days.

HOW have we succeeded in achieving all this? Through the American kind of

teamwork! And what is *teamwork*?

American teamwork is management that pays reasonable wages and takes fair profits—that provides the best machines, tools, materials and working conditions it possibly can—that seeks new methods, new markets, new ideas; that bargains freely and fairly with its employees.

Our teamwork is labor that produces as efficiently and as much as it can—that realizes its standard of living ultimately depends upon how much America produces—that expects better wages as it helps increase that production.

Teamwork is simply working together to turn out more goods in fewer man-hours—making things at lower costs and paying higher wages to the people who make them and selling them at lower prices to the people who use them.

What we've already accomplished is just a foretaste of what we *can* do. It's just a start toward a goal we are all striving to reach: better housing, clothing, food, health, education, with ever greater opportunities for individual development. Sure, our American System has its faults. We all know that. We still have sharp ups and downs in prices and jobs. We'll have to change that—and *we will!*

It will continue to take *teamwork*, but if we work together, there's no limit on what we can *share together* of even greater things.

What we have already accomplished is just a foretaste of what we *can* do—if we continue to *work together!*



Approved for the PUBLIC POLICY COMMITTEE of The Advertising Council by:

EVANS CLARK
Executive Director
Twentieth Century Fund

BORIS SHISHKIN
Economist
American Federation of Labor

PAUL G. HOFFMAN
Formerly President
Studebaker Corp.

CONTRIBUTED BY THIS MAGAZINE AS A PUBLIC SERVICE

in co-operation with the Magazine Publishers of America

WANT TO HELP? MAIL THIS!

PUBLIC POLICY COMMITTEE
THE ADVERTISING COUNCIL, INC.
11 West 42nd Street, New York 18, N.Y.

Please send me your free booklet, "The Miracle of America," which explains clearly and simply, how a still better living can be had for all, if we all work together.

Name _____
Address _____
Occupation _____

50,000 original names were reduced to 16,836 coded metal working plants employing 21 or more plant workers.

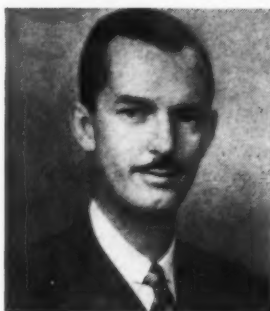
The *Iron Age* booklet shows a total employment for these plants of 5,480,994.

The booklet breaks these down into employment for each classification of industry as defined in the Standard Industrial Classification Manual adopted by the Division of Statistical Standards of the Government as of November, 1945. As a sample of what is shown, let us take the division called "Machine Tool Accessories and Precision Tools." In plants employing more than 21 workers there are 58,209 people employed in 661 plants, of which 6 plants employ 1,000 or more workers, 10 employ 501 to 1,000 workers, 22 with from 251 to 500 workers, 67 with from 101 to 250 workers, 148 with 51 to 100 workers and 408 with 21 to 50 workers.

RADIO

The over-all gross revenue of the radio broadcasting industry for 1948 will be up 7.4% over 1947, but the gain will be more than balanced by an increase of 10% in operating expenses, the National Association of Broadcasters has estimated. This estimate was based on a survey of a sample of stations during the first eight months of 1948, projectable to the entire industry and the whole year. The N. A. B. Research Department concludes that over-all gross revenue from all time sales will have increased from 1947's \$357,000,000 to \$383,800,000. Station expenses, however, will have gone up from last year's \$212,200,000 to \$233,200,000 this year.

Radio Station WOW, Omaha, Neb., through its Farm Service Department, has announced that it will sponsor a WOW Farmers Tour of Europe in which a maximum of 25 Middle West farmers will study agri-



ARTHUR W. BAGGE, formerly with *The American Weekly*, joins the staff of Free & Peters, Inc.

cultural conditions at first-hand in eight countries. The tour will leave New York City via Air France on November 16 and return a month later after visits to England, Denmark, Holland, Belgium, Switzerland, France, Luxemburg, and Italy. In the first five of these countries members of the tour will have an opportunity to live with farmers in their homes from one to three days. They will study the Marshall plan in action, visit agricultural colleges and experimental stations, and observe European farm production and prices. The tour will be personally directed by Mal Hansen, director of WOW's Farm Service Department.

Broadcast Measurement Bureau has now published its 1948 Interim Area Report, showing the daytime

and nighttime audiences of 69 subscribers in approximately 300 counties and cities. This report is being mailed without cost to all BMB subscribers, agency members of the American Association of Advertising Agencies and advertiser members of the Association of National Advertisers. Others may purchase copies at \$2.50.

The Interim study was conducted last March at the request of 69 subscribers who wanted their audiences measured prior to BMB's next nationwide station and network survey in March 1949. Many of these stations were not in operation at the time of BMB's first nation-wide survey or had changed power or network affiliation since the first study. The Interim study was paid for by the participating subscribers.

AGENCIES

A plea to the advertising profession to absorb the objectives of business management and translate them understandably was voiced by Leo Burnett, president of Leo Burnett Co., Inc., before the annual Central Council meeting of the American Association of Advertising Agencies, recently held in Chicago.

Referring to the study made by Elmo Roper under the auspices of AAAA among top management, Mr. Burnett said that he was impressed "with a great new sense of opportunity and responsibility for the advertising agency."



INAUGURAL of three-dimensional subway spectaculars, New York City, by McArthur Advertising Corp. Left to right: Dan O'Grady, B. B. D. & O., Inc.; Matthew Hufnagel, J. Walter Thompson Co.; Johnny Johns, B. B. D. & O. Inc.; Paul Merkle, J. Walter Thompson Co.; Charles H. McArthur, president of McArthur Advertising Corp.; Charles H. Gabriel, Brisacher, Wheeler & Staff, Inc.



Not tomorrow, but now. Let BSN help you do it!

"Reading between the lines," he said, "it is evident to me that American business is almost plaintively calling for help—help—help."

"Big business itself is on the spot. Opinion polls show that criticism of business is increasing on the grounds of high prices, restricted production, excessive profits, and monopolistic behavior. This, in turn, is creating a willingness on the part of an increasing number of people to stand for even greater regulation of business than exists today."

There is another side of the story, Mr. Burnett said, in listing numerous reasons why every progressive American business is searching for interpretations which give purpose to its place in the scheme of things and significance to its services. The problem, he said, is "to nail them down and give voice to them to employees, to stockholders, to consumers."

"I am talking about our obligation as advertising men to ally ourselves with the thoughtstream of management, then give back to management, with the gift of expression we are supposed to have, a clear-cut, ethical concept of what that business is all about."

He said the advertising profession is obliged "to absorb the spirit and objectives of management and make them understandable, to give purpose to enterprise, to give the businesses we serve a new motivating expression, related to moral values and human welfare in a modern society."

Expansion of the Young & Rubicam, Inc., national headquarters in New York City, has been announced by Sigurd S. Larmon, president of the advertising agency . . . Brisacher, Wheeler & Staff is the new name of the agency formerly known as Brisacher, Van Norden & Staff.

RELATED SERVICES

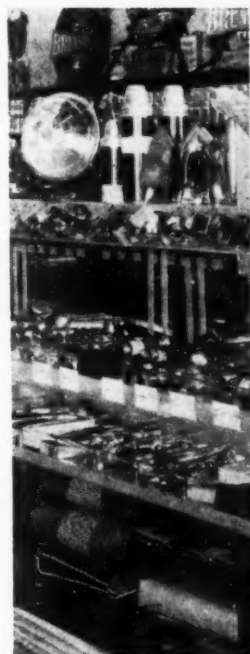
The A. C. Nielsen Co. has inaugurated a new service, the Nielsen Pharmaceutical Index, which has been in the planning and study stages for over two years. The service is designed to fit the rapidly increasing needs of the pharmaceutical manufacturing industry for "accurate, prompt, and comprehensive" information on certain relatively new and critical problems in distribution and marketing. Contracts for using the Index have already been signed by Eli Lilly & Co., E. R. Squibb & Sons, The Upjohn Co., Ciba Pharmaceutical Products, Inc., and G. D. Searle & Co.

What

DO TIRE DEALERS SELL?

The modern "tire dealer" is an automotive merchant and servicer who sells:

**Tires, Tubes, Recapping
Radios for Home and Car
Heaters and Defrosting Fans
Batteries and Spark Plugs
Fog Lamps and Back-up Lights
Anti-Glare Visors and Shields
Chemical Defrosters and Wipers
Chains and Pocket Tire Gauges
Seat Covers and Car Paints
Wax, Cleaners and Polish
Car Robes and Driving Gloves
Exhaust Deflectors and Mirrors
Air and Musical Horns
Grille and Trunk Guards
Map Holders and Flashlights
White Sidewall Trim and Rings
Chrome Flicker Hub Caps
Steering Wheel Covers and Knobs
Sporting Goods
Toys, Games and Home Items
Sealed Beam Conversions
Floor Mats and Pedal Pads
Alcohol-Water Injection Units
Case-Sealed Motor Oils
Cigarette Lighters and Ash Trays
Automotive Fire Extinguishers**



That's how tire dealers have diversified their sales activities in recent years. That's the kind of a "tire dealer" who monthly reads TIRES SS for news about his industry and for leads to new items he should sell.

If you have a product that can be marketed through this live branch of the automotive field you will find TIRES SS a helpful advertising medium.

Let Us Send You Details.

TIRES

SERVICE STATION

386 Fourth Ave., New York 16, N. Y.



HIGH SPOT CITIES

Retail Sales Forecast for November, 1948

Retail sales this November will amount to \$11.7 billion, another near record-breaking performance, as we approach the highest dollar-volume levels to be established in American retailing history. The projected gain for this November as against November of 1947 is 9.2%, but that includes an allowance for an additional selling day over last November. Setting this technical adjustment aside, retail sales in November will be running about 6.5% ahead of last year, less than the price rise in the corresponding period. Unit sales, therefore, may fall below November 1947 levels.

The regional pattern discerned so far this year (as against last year) appears likely to remain for the balance of the year. This is particularly true of the relative lag of the Pacific States and New England, and of the relative gain of the Middle West and South West states.

The leading cities, those with a city-national index well above average (for this November compared with last November) are: Aberdeen, S. D., 114.9; Houston, Tex., 111.6; Beaumont, Tex., 111.2; Lubbock, Tex., 110.1; Austin, Tex., 109.4; Wheeling, W. Va., 107.3; Casper, Wyo., 108.5; Tucson, Ariz., 108.4; Racine, Wis., 107.7; Bakersfield, Calif., 107.6; Mobile, Ala., 107.6; Fargo, N. D., 107.4.

Note: Retail sales in the cities listed below will account for some 52.5% of total U. S. sales.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. *Monthly* data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar *annual* estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1948 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1948 over 1947," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1948 over 1947," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more—than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections*

of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1947 which equals or exceeds the national change.

RETAIL SALES
(S.M. Forecast for November 1948)

City Index	City Index	City Nat'l Index	\$ (Million)
1948	1948	1948	November 1948
vs. 1939	vs. 1947	vs. 1947	

United States

316.9 109.2 100.0 11.714.00

Alabama

★ Birmingham	479.5	110.0	100.7	42.20
Gadsden	459.1	105.5	96.6	5.05
★ Mobile	563.8	117.5	107.6	15.28
Montgomery	442.3	108.0	98.9	12.03

Arizona

★ Phoenix	509.7	113.1	103.6	21.46
★ Tucson	451.0	118.4	108.4	9.38

Arkansas

★ Fort Smith	420.1	109.3	100.1	5.84
★ Little Rock	546.1	109.9	100.6	19.66

(Continued on page 138)



America and free elections go together! Hempstead Town and the Review-Star are like that. Think of one . . . the other comes to mind.

Speaking of voting . . . in the recent Inland Press Association contest the Review-Star was judged second of 127 newspapers (1143 entries) for preponderance of local news; number and quality of local features; number of local investigations and campaigns, and number of its local editorials.

And . . . speaking of advertising . . . successful Hempstead Town retailers advertise in the Review-Star year after year because they've learned that copy integrated with this terrific editorial impact gets results . . . consistently. In New York's 4th market that really means something!

Leading N. Y. State's High-Spot Cities is a habit with Hempstead Town. In November, thirtieth consecutive month in the lead, retail sales forecast is 216.6% above November 1939. Volume for November is \$33,560,000. Hempstead Town continues, for more than two years, as a "Preferred" High-Spot City.

Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta



THEY GO TOGETHER

NOVEMBER 1, 1948

137

Winston-Salem Is BUILDING \$6,600,000 STRONG!

Spurred by the tremendous increase in retail sales and stored up buying power during 1947—Winston-Salem is NOW having its *face lifted*—with new buildings being constructed and old business's being renovated.

Here are some outstanding examples:

Sears Roebuck Company's New Retail Store	\$3,000,000
7 New Business Buildings	2,700,000
19 Retail Store Renovations	500,000
New Winston Theatre	300,000
New Restaurant	100,000

Total \$6,600,000

And More To Come!

Visible evidence of Winston-Salem's "must market" for advertisers with something to sell in the South's No. 1 State!

Remember! All Business Is Local!



SALISBURY NORTH CAROLINA

16th In Population Ranks

1st In Per Capita

RETAIL SALES

New "Brand Preference Survey" in Making. Mailed When Ready.

RESERVE YOUR COPY NOW!

POST

Evening and Sunday Morning

SALISBURY, N. C.

WARD-GRIFFITH CO.,

Representatives

HIGH SPOT CITIES

(Continued from page 136)

RETAIL SALES (S.M. Forecast for November 1948)

	City Index 1948	City Index 1948	City Nat'l Index 1948	\$ November 1948
	vs. 1939	vs. 1947	vs. 1947	
California				
★ Bakersfield	439.7	117.5	107.6	13.50
Berkeley	311.9	108.1	99.0	9.42
Fresno	392.3	104.3	95.5	18.40
Long Beach ...	514.5	104.7	95.9	38.79
Los Angeles ...	387.5	104.7	95.9	266.69
Oakland	324.7	108.1	99.0	51.62
Pasadena	372.6	104.7	95.9	18.07
Riverside	395.4	106.6	97.6	6.05
Sacramento ...	352.7	107.3	98.3	24.51
San Bernardino	418.6	104.7	95.9	9.92
San Diego	451.0	107.9	98.8	37.93
San Francisco .	341.2	99.7	91.3	115.09
San Jose	427.3	102.4	93.8	17.35
★ Santa Barbara .	323.4	111.2	101.8	6.63
Stockton	366.6	100.1	91.7	11.95
Colorado				
★ Colorado Springs.	377.3	113.7	104.1	6.98
★ Denver	341.7	111.3	101.9	53.48
★ Pueblo	365.0	113.7	104.1	7.30
Connecticut				
Bridgeport	279.0	104.0	95.2	18.05
Hartford	267.5	103.8	95.1	25.55
★ New Haven	274.1	112.1	102.7	21.05
★ Stamford	357.7	112.4	102.9	8.55
Waterbury	285.4	106.1	97.2	10.93
Delaware				
Wilmington	257.4	108.3	99.2	14.70
District of Columbia				
Washington	252.9	108.7	99.5	89.55
Florida				
Jacksonville ...	403.7	108.9	99.7	26.28
★ Miami	377.3	113.0	103.5	34.22
Orlando	365.4	108.9	99.7	8.44
Pensacola	382.6	104.6	95.8	5.70
St. Petersburg .	506.6	106.4	97.4	14.54
★ Tampa	363.7	112.7	103.2	14.73
Georgia				
★ Atlanta	342.2	112.9	103.4	51.85
Augusta	343.0	106.8	97.8	7.58
Columbus	388.0	108.7	99.5	8.07
Macon	364.9	103.3	94.6	8.10
★ Savannah	378.2	111.7	102.3	11.46

CONFIDENCE! Not Confidentially

IT'S CONFIDENCE WIDE SPREAD AND ACCLAIMED

No salesman of trade-marked merchandise has to depend on a tip, "confidentially so and so is going to make a purchase."

EVERY DEALER IN HOLYOKE CITY ZONE

is a sure prospect if products offered for sale are to be well advertised in

The Holyoke Transcript-Telegram

WHOLESALE AND JOBBERS

are fully aware of the dependability of the *Holyoke Transcript-Telegram* to produce results.

RETAILERS

advertise generously. They know, first hand, the importance of using this newspaper to sell merchandise.

CONSUMERS

are the real key to a continuing circle of confidence demonstrated by over 25,000 families that regularly read

The Holyoke Mass. Transcript-Telegram

Represented by

Julius Mathews Special Agency

RETAIL SALES (S.M. Forecast for November 1948)					
City Index 1948	City Index 1948	City Nat'l Index 1948		\$ (Million) November 1948	
vs. 1939	vs. 1947	vs. 1947			

Hawaii

★ Honolulu	449.0	110.8	101.5	31.61	
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Idaho

Boise	318.6	108.3	99.2	6.18	
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Illinois

★ Bloomington ...	326.4	113.1	103.6	5.68	
★ Champaign- Urbana	330.6	113.8	104.2	7.24	
★ Chicago	297.1	109.5	101.3	395.69	
★ Danville	361.8	112.7	103.2	5.97	
★ Decatur	302.8	110.9	101.6	8.54	
★ East St. Louis ..	355.8	117.3	107.4	8.29	
★ Moline-Rock Island- E. Moline	330.1	111.3	101.9	10.86	
★ Peoria	330.9	115.9	106.1	17.77	
★ Rockford	368.7	113.1	103.6	14.23	
★ Springfield	352.8	116.0	106.2	12.70	

Indiana

★ Evansville	411.6	115.4	105.7	16.34	
★ Fort Wayne ...	349.0	110.6	101.3	17.24	
★ Gary	409.4	114.9	105.2	15.60	
★ Indianapolis ...	361.3	111.2	101.8	59.91	
★ Muncie	344.0	114.6	104.9	7.12	
★ South Bend ...	404.0	115.6	105.9	17.05	
★ Terre Haute ...	346.6	113.8	104.2	10.26	

Iowa

Cedar Rapids ..	317.9	104.7	95.9	9.25	
★ Davenport	346.7	114.4	104.8	10.47	
Des Moines ...	335.9	108.7	99.5	24.32	
Sioux City	303.5	105.4	96.5	10.50	
Waterloo	343.6	105.8	96.9	8.59	

Kansas

★ Hutchinson ...	395.8	113.7	104.1	5.62	
★ Kansas City ..	444.3	111.6	102.2	13.73	
Topeka	444.2	108.2	99.1	12.35	
★ Wichita	585.2	116.6	106.8	27.39	

Kentucky

Lexington	360.5	104.3	95.5	10.49	
★ Louisville	334.3	110.7	101.4	38.51	

Louisiana

★ Baton Rouge ..	375.1	113.1	103.6	9.34	
New Orleans ...	366.2	106.9	97.9	50.57	
Shreveport	340.7	109.1	99.9	14.07	

Maine

Bangor	275.4	105.6	96.7	4.93	
Lewiston-Auburn	286.2	107.6	98.5	6.41	
Portland	296.5	103.2	94.5	11.98	

Maryland

Baltimore	319.7	107.1	98.1	106.86	
Cumberland ...	294.1	103.0	94.3	5.53	

RETAIL SALES (S.M. Forecast for November 1948)					
City Index 1948	City Index 1948	City Nat'l Index 1948		\$ (Million) November 1948	
vs. 1939	vs. 1947	vs. 1947			

Massachusetts

Boston	235.9	105.4	96.5	101.70	
Fall River	281.5	106.1	97.2	10.02	
Holyoke	249.7	103.4	94.7	4.82	
Lowell	328.3	107.8	98.7	8.93	
Lynn	208.8	103.1	94.4	7.62	
New Bedford ..	279.9	104.8	96.0	10.05	
Springfield ...	263.2	108.0	98.9	19.40	
Worcester	247.8	108.7	99.5	20.22	

Michigan

★ Battle Creek ..	367.8	112.4	102.9	7.87	
★ Bay City	384.3	111.4	102.0	7.34	
★ Detroit	395.4	114.3	104.7	231.38	
Flint	307.0	107.8	98.7	19.37	
★ Grand Rapids ..	364.4	114.1	104.5	25.87	
Jackson	367.9	108.1	99.0	9.05	
★ Kalamazoo	347.9	116.7	106.9	11.03	
★ Lansing	366.8	112.4	102.9	15.04	
★ Muskegon	422.2	113.3	103.8	8.74	
★ Saginaw	250.3	110.6	101.3	7.91	

Minnesota

★ Duluth	320.8	116.5	106.7	13.57	
★ Minneapolis ...	309.8	113.6	104.0	73.36	
★ St. Paul	320.2	111.4	102.0	47.20	

Mississippi

★ Jackson	482.5	114.7	105.0	11.05	
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Missouri

★ Kansas City ..	367.3	113.5	103.9	72.65	
★ St. Joseph ...	354.9	110.1	100.8	9.05	
★ St. Louis	349.9	112.1	102.7	108.86	
★ Springfield	387.8	109.3	100.1	8.88	

Montana

★ Billings	319.5	114.1	104.5	5.24	
Butte	267.4	107.5	98.4	5.91	
★ Great Falls ...	310.1	111.4	102.0	5.55	

Nebraska

★ Lincoln	348.0	110.2	100.9	11.97	
★ Omaha	343.9	109.9	100.6	31.91	

Nevada

Reno	277.6	101.7	93.1	5.58	
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New Hampshire

★ Manchester ...	275.3	110.2	100.9	8.15	
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New Jersey

Atlantic City ..	250.5	100.8	92.3	9.82	
Camden	277.4	105.9	97.0	12.01	

(Continued on page 140)

THE LONG ISLAND STORY

In HEMPSTEAD TOWN, WHLI has more listeners than all the other independent New York City and Long Island stations combined!

HOOPER "Station Listening Index" Spring-Summer 1948. Hempstead, N. Y.

WHLI 1100 KC

AND

WHLI-FM 98.3 MC
HEMPSTEAD
LONG ISLAND
NEW YORK

Elias I. Godofsky, President



TESTING

A wide variety of occupations. High incomes in all brackets. Lynn and the wealthy North Shore comprise a natural test market! And the LYNN ITEM is ready with an experienced staff to cooperate in every way!

GET RESULTS

in LYNN

with the

ITEM

Only A.B.C. newspaper in Lynn, Mass.

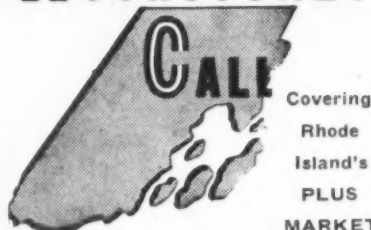
Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

Sure, but Look--

Spend money to make money? Yes, but it's where you spend it that counts! Woonsocket's a "natural" with drug sales 67% above the national average. (Source: S. M. Survey).

Yes, it pays to tell your sales story to 99.7% of this rich market through the

WOONSOCKET



Representatives:
Gilman, Nicoll & Ruthman

GREATER RETURNS IN YORK, PA.

"SALES MANAGEMENT" states:
"Cities which have a Quality of Market Index markedly higher than that of the Nation are likely to be the ones where intensified promotion campaigns will bring the greatest returns."

York, Pa., has a Quality of Market Index of 123-23 points higher than the Nation and 21 points higher than the State . . . and the YORK DISPATCH gives you that intensified promotion by taking your advertising into 8 out of 10 City Zone homes.

The YORK DISPATCH
York
PENN. HIGH-SPOT CITY
REYNOLDS-FITZGERALD, Inc.
NATIONAL REPRESENTATIVES

HIGH SPOT CITIES

(Continued from page 139)

RETAIL SALES (S.M. Forecast for November 1948)

City	City	City	
Index	Index	Nat'l	\$
1948	1948	Index	(Million)
vs.	vs.	vs.	November
1939	1947	1947	1948

New Jersey (Con't.)

Elizabeth	264.5	98.6	94.5	10.66
Jersey City-				
Hoboken	213.3	108.0	98.9	21.74
Newark	281.7	108.4	99.3	61.77
★ Passaic	305.4	110.5	101.2	9.13
Paterson	300.3	105.5	96.6	18.20
Trenton	275.3	106.5	97.5	15.83

New Mexico

★ Albuquerque	344.4	111.9	102.5	7.06
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New York

★ Albany	243.7	114.1	104.5	16.23
Binghamton	223.5	104.6	95.8	8.36
★ Buffalo	256.5	109.3	100.1	56.45
Elmira	237.6	103.1	94.4	5.63
★ Hempstead				
Township	316.6	107.4	103.0	33.56
★ Jamestown	248.6	111.4	102.0	4.60
New York	237.0	107.7	98.6	665.48
★ Niagara Falls	230.9	104.7	100.4	7.34
★ Rochester	249.9	112.0	102.6	37.36
★ Schenectady	252.0	114.0	104.4	9.93
★ Syracuse	252.7	112.5	103.0	23.55
Troy	212.7	103.7	99.4	6.51
★ Utica	227.2	109.5	100.3	9.02

North Carolina

Asheville	356.8	107.1	98.1	8.10
★ Charlotte	420.3	113.2	103.7	17.61
★ Durham	408.2	111.3	101.9	8.94
Greensboro	398.8	106.8	97.8	9.77
Raleigh	392.9	108.8	99.6	8.80
★ Salisbury	423.5	116.6	106.8	4.15
Wilmington	372.9	104.5	95.7	4.81
★ Winston-Salem	397.7	110.6	101.3	10.22

North Dakota

★ Fargo	382.1	117.3	107.4	6.84
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Ohio

★ Akron	317.9	110.6	101.3	30.33
★ Canton	329.5	113.2	103.7	15.19
★ Cincinnati	313.0	114.5	104.9	63.41
★ Cleveland	302.6	110.8	101.5	111.83
★ Columbus	316.1	115.4	105.7	44.26
★ Dayton	309.9	109.3	100.1	29.01
★ Mansfield	307.4	114.8	105.1	5.81
★ Springfield	251.9	116.0	106.2	6.80
★ Toledo	305.9	113.4	103.9	35.39
★ Warren	308.4	115.2	105.5	5.89
★ Youngstown	305.0	112.4	102.9	21.41

RETAIL SALES (S.M. Forecast for November 1948)

City	City	City	
Index	Index	Nat'l	\$
1948	1948	Index	(Million)
vs.	vs.	vs.	November
1939	1947	1947	1948

Oklahoma

Bartlesville	313.9	107.7	98.6	2.26
Muskogee	329.2	105.2	96.2	3.72
★ Oklahoma City	346.1	109.4	100.2	27.93
★ Tulsa	349.0	115.4	105.7	20.80

Oregon

★ Eugene	408.2	114.9	105.2	6.49
Portland	366.3	107.3	98.3	59.12
Salem	341.9	104.8	96.0	6.12

Pennsylvania

★ Allentown	301.4	114.8	105.1	12.87
Altoona	257.3	105.7	96.8	7.23
Bethlehem	276.4	108.7	99.5	5.28
★ Chester	337.7	111.4	102.0	7.80
★ Erie	291.3	110.7	101.4	12.38
★ Harrisburg	290.0	111.3	101.9	12.82
★ Johnstown	255.4	114.9	105.2	9.63
Lancaster	279.3	108.3	99.2	8.77
★ Philadelphia	290.2	109.4	100.2	195.57
★ Pittsburgh	276.7	112.3	102.8	82.04
Reading	274.1	106.1	97.2	13.21
Scranton	253.7	107.4	98.4	12.56
★ Wilkes-Barre	290.1	113.6	104.0	10.59
★ York	268.8	109.4	100.2	7.07

Rhode Island

Providence	270.4	103.7	95.0	31.34
★ Woonsocket	224.7	106.1	101.8	4.75

South Carolina

Charleston	402.3	109.2	96.7	10.30
Columbia	377.7	109.0	99.8	11.03
★ Greenville	393.0	111.1	101.8	9.00
★ Spartanburg	486.0	116.9	107.1	7.97

South Dakota

★ Aberdeen	447.0	125.5	114.9	3.71
★ Sioux Falls	415.6	113.3	103.8	8.52

Tennessee

Chattanooga	350.3	107.8	98.7	17.20
Knoxville	377.3	102.1	93.5	17.47
★ Memphis	379.3	114.4	104.8	45.18
Nashville	352.9	108.3	99.2	24.95

Texas

★ Amarillo	375.0	115.9	106.1	8.70
★ Austin	371.3	119.5	109.4	13.07
★ Beaumont	380.1	121.4	111.2	10.11
★ Corpus Christi	410.4	112.0	102.6	11.40
★ Dallas	435.9	115.0	105.4	66.25
★ El Paso	356.7	113.7	104.1	12.27
★ Fort Worth	413.0	109.7	100.5	33.78

YOU CAN'T REACH BETHLEHEM FROM OUTSIDE!

All combined home delivered circulation from outside daily newspapers will *not* even reach 1/3 of Bethlehem's families. That's why, to cover Bethlehem, you have to advertise in. . .

THE BETHLEHEM GLOBE-TIMES

Rolland L. Adams, mgr.
Represented nationally by De Lissner, Inc.

HIGH SPOT CITIES

(Continued from page 140)

RETAIL SALES
(S.M. Forecast for November 1948)

City	City	City	
Index	Index	Index	\$
1948	1948	1948	(Million)
vs.	vs.	vs.	November
1939	1947	1947	1948

Texas (Con't.)

★ Galveston	345.0	112.4	102.9	7.52
★ Houston	433.2	121.9	111.6	73.91
★ Lubbock	582.7	120.2	110.1	7.08
San Antonio	339.5	108.7	99.6	30.76
Waco	345.2	108.8	99.6	7.49
★ Wichita Falls	362.3	115.8	106.0	7.50

Utah

Ogden	438.6	103.6	94.9	7.50
Salt Lake City	328.8	109.0	99.9	21.90

Vermont

Burlington	308.7	103.3	94.6	4.60
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Virginia

Lynchburg	313.4	109.0	99.8	5.86
Newport News	327.7	104.2	95.4	5.44
Norfolk	351.0	107.0	98.0	19.62
★ Portsmouth	413.8	110.3	101.0	6.00
Richmond	360.9	108.4	99.3	34.36
★ Roanoke	371.4	110.6	101.3	11.81

Washington

★ Seattle	419.3	109.4	100.2	76.86
Spokane	370.4	104.8	96.0	21.37
Tacoma	405.2	108.8	99.6	19.61
Yakima	364.0	100.9	92.4	7.28

West Virginia

★ Charleston	325.2	117.0	107.1	12.52
★ Huntington	303.3	116.5	106.7	8.31
★ Wheeling	317.1	117.2	107.3	8.88

Wisconsin

★ Appleton	341.1	111.4	102.0	4.81
★ Green Bay	348.3	113.2	103.7	8.08
★ Madison	460.8	115.1	105.4	17.97
★ Milwaukee	377.6	114.4	104.8	95.68
★ Racine	361.6	117.6	107.7	8.57
Sheboygan	323.1	107.3	98.3	5.17
Superior	314.0	106.5	97.5	4.05

Wyoming

★ Casper	324.5	118.5	108.5	3.31
★ Cheyenne	312.4	110.8	101.5	3.78



BEAUMONT, TEXAS

A preferred "high-spot" city
for 44 consecutive months!
Along with Beaumont the
Southwest is "going places."

As an aid in planning sales and
advertising in this area you'll
want to see the new map out-
lining and defining

"20 MARKETS IN TEXAS & LOUISIANA"

prepared by our National Advertising
Department. For a copy write us—or
"ask the Branham man".

ENTERPRISE & JOURNAL
Beaumont, Texas



WHATEVER YOU SELL..



Delaware County
Customers
Will Buy **MORE!**

First in Business
Index Gains in
Pennsylvania

First in Extra
Buying Power!

Delaware
County's
ONLY
Hometown
Daily

**Chester
Times**

CHESTER PA

National Representatives
STORY, BROOKS & FINLEY



Regardless of the State of the Union
the ASHEVILLE CITIZEN-TIMES
maintains a corner on the "THE STATE
WITHIN A STATE" . . . the rich 20-
county area comprising the ASHEVILLE
MARKET. A population of 490,013**
natives follow the advertisements in
the ASHEVILLE CITIZEN-TIMES . . . with
a combined circulation of 51,115***
and buy the products they read
about

For Route Lists, Trade Informa-
tion, Surveys and Market Data,
Write, Wire or Call:

ROY PHILIPS,

Director of Advertising

Representatives: The KATZ Agency

** U. S. Census
*** ABC September 30, 1947

ASHEVILLE CITIZEN
MORNING
ASHEVILLE TIMES
EVENING
ASHEVILLE CITIZEN-TIMES
SUNDAY
ASHEVILLE, NORTH CAROLINA

HOW TO HAVE AN EMPLOYEE MAGAZINE WITHOUT HEADACHES

Now, at last, you can have the full benefits of an employee magazine without employee magazine headaches.

- NO PRINTING
- NO EDITOR
- NO PLATES
- NO PAPER
- NO ART WORK
- LOW COST

Pin this advertisement to your letterhead and mail today for full particulars about the plan that gives you the full advantages of an employee magazine without employee magazine headaches.

The Bureau is the world's largest producer of personalized employee magazines.

THE NATIONAL RESEARCH BUREAU, INC.
415 N. Dearborn St. Chicago 10, Ill.

want replies?

BORDEN'S MILK

gets them
by using

the **REPLY-O LETTER**



Write to the
REPLY-O PRODUCTS CO.
150 WEST 22nd St., NEW YORK 11

ASK FOR
V.P.D.
VISUAL PRESENTATION DISPLAY

SMART DISPLAY

Large Presentation Ring Binders with metal bound transparent plastic windows. Sizes for sheets 22 x 17, 17 x 14, 14 x 11, 11 x 8½. Stiff & flexible attractive covers. Also Zipper Case Presentations 11 x 14, 11 x 8½. Sold only thru leading V. P. D. stationers in the U. S. A.

For 28-page descriptive catalogue illustrating V. P. D. Visual Selling Aids write

JOSHUA MEIER CO. INC. P. O. Box 242
Cooper Station, New York 3, N. Y.

"C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the **SELLING SIMPLIFIED** Series. Now available for quantity purchases. **SAMPLE COPY FREE** to executives writing on company letterhead.

Sales Research Institute, 103 Park Ave., N. Y. C.

Comfort, convenience, courtesy
Mayfair HOTEL
in ST. LOUIS
8th & ST. CHARLES

Write for handy rate folder 4F

Market Surveys and Analyses

Investigations and consignment checks made, and all matters pertaining to marketing in this area handled promptly and confidentially.

E. E. COOKE

Suite 1425 First National Bldg., El Paso, Tex.

Tips



All About Automobiles . . .

Do you know that 4-door sedans are the most popular body type? . . . that the average age of cars in use is 8.9 years, trucks 8.1 years, compared with 5.6 years prior to the war? . . . that over 2,000 cities and towns have no local mass transportation system, but depend on private cars or shanks' mare? . . . that the automotive industry in 1947 paid \$3 billion in motor vehicle taxes?

All these, and myriad other facts, are part of the 1948 edition of "Automobile Facts and Figures," published by the Automobile Manufacturers Association. There are, in fact, 78 pages chockfull of statistics—information which manufacturers and sales-minded folk might find useful. Graphic charts point up the significance of the facts, make them easily accessible. Figures cover not only passenger cars and trucks, but buses, farm consumption of automotive facilities, highway construction, automotive exports, employment in the automotive industry, etc. Write for your copy of the publication to the Automobile Manufacturers Assn., New Center Building, Detroit 2, Mich.

Would You Believe It? There are 10,715 frozen food locker plants in the United States? The frozen food industry, itself such a baby, has indeed mushroomed into a phenomenon of our times. To help marketers direct their planning in the fast-growing frozen food locker field, the publishers of *Locker Management* have recently reported the results of a survey among the owners and operators of these locker plants.

The booklet, "Your Market in the Frozen Food Locker Industry," covers buying habits and intentions of locker operators regarding containers and wraps, and such equipment as compressors, motor trucks, meat saws, choppers, slicers, cash registers, accounting systems, etc. The services the plants render are also included among the facts cited. And the nine-page report gives evidence of such trends as a marked increase in the number of locker plants selling frozen foods in the past year, and a use of more specialized wraps for certain products kept in lockers. Advertising men and agencies interested in ob-

taining a copy write *Locker Management*, 105 South Ninth St., St. Louis 2, Mo., Attn.: J. L. Hoppe.

Do You Have an Employee Publication?—If you do—or if you're planning to start one—you may want to see a copy of the report, "Contents of 399 Employee Magazines," published by Metropolitan Life. The newest study by the company's Policyholders Service Bureau analyzes the material which industrial editors throughout this country and Canada are using in an effort to create better informed and more co-operative employees. One of the features is the contrast of the type of subject matter appearing in employee magazines five years ago with that being used today.

Some of the topics covered in the booklet are editorial messages from executives, efforts to increase efficiency, financial information about the company, recognition of employees, health and safety promotion, etc. There is a section, too, outlining the methods of checking reader interest. For a copy, write on your letterhead to the Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York 10, N. Y.

"Big Sales to Be Made in the Excavating Engineer Market."

This is a market survey on the 1948 consumption of 28 key items in the excavating, drilling, blasting and hauling industry. Intended purchases of tractors, bulldozers, trucks, tires, and other products, among the 6,871 engineers surveyed, are reported. Copies will be mailed on request—so send inquiries to *Excavating Engineer*, South Milwaukee, Wis.

Timely Tips: If Texas and Louisiana rate as potential or current sales targets, you'll probably want to send for a copy of the folder just recently issued by the National Advertising Department of the *Beaumont Enterprise* and *Beaumont Journal*. It consists primarily of a very legible full-color map of the two states, indicating each of the 20 market areas in the territory.

There are also some figures on population, income, and retail sales in each of these markets. Address the newspapers for your copy. . . . Now available is the newest revision of the list of Industrial Directories. It's in "Business Information Sources," official bulletin of the Business Information Bureau of the Cleveland Public Library. Send 10 cents for each copy to the Bureau at 325 Superior Ave., Cleveland 14, Ohio.

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COMMENT

PICK YOUR TARGETS

The day of selective selling surely is here. No longer can you afford to spray your selling effort around a bit heedlessly. That runs distribution costs up. Keeping them *down* while holding sales volume high . . . making distribution more efficient and productive . . . is the best weapon the sales industry has with which to stave off future business depressions.

Alfred Schindler made a point of this in his talk at the October annual Conference of Sales Managers at Ohio State University. He said there are few products that can be sold to *all* of the 160 millions of Americans. People have to belong in certain income groups to be able to buy most products. So markets are not unlimited—even with incomes averaging as high as they do today. Therefore a lot of careful sales planning is necessary to avoid waste.

How *many* people of what *kinds* in *which* income levels can buy what you have to sell? *Where* are they? It's an old set of questions; but to get new, right answers is becoming more vital to you every day.

In market measurement, however, no rigid formula can be applied everywhere. There is more to a market than mere volume and ability to buy, important as they are. In addition to other variables between markets, there is a quality factor that's often forgotten. It's the factor of *space the people have in which to live*.

There isn't much *space* per capita for the teeming millions of New Yorkers. That metropolis, with a high family income, is the biggest single market for automobiles, for example. The volume of that target for car makers is tremendous. Yet the purchase of automobiles *per 1,000 families* is lower than in many an area where income is less. Why? Lack of space. Big city garage rents are high. Taxicabs are handy for short runs. People have a tough time even using their cars.

Take furniture, decorations, household equipment. In congested areas people living in small quarters simply cannot use as much of certain kinds of merchandise per family—no matter how able and willing they are to buy it—as smaller-town folks of lesser incomes who live in eight-room houses.

City market *volume* for all these products is huge and worth plenty of selling effort. But purchases per family—both actual and potential—may be higher in Ft. Wayne, in Peoria, in Yankton which may not be getting enough sales pressure if population and buying power are the only planning guides. Space is what makes the difference. It colors markets for a great many products. It is one of many factors that determine for you where to apply selling power to produce all the sales there are, where they are.

Aggressive *selective* marketing is what gets all those sales. It gives you efficient economical distribution. You achieve that by careful planning based on close study of all market factors to balance your selling pressure. When you have that, you are doing your part to *prevent* a business slump—not underwrite one.

UNIONS SEE THE LIGHT

It strikes us as unusual and encouraging: The deal Mr. Kaiser's Permanente Products Corp. has made with building trades unions in two or three cities. The unions agreed to let Permanente salesmen of aluminum houses actually build a few so that they may be better salesmen of the new-type homes.

Maybe it was only because Mr. Kaiser has been not unfriendly to unions generally. But we choose to believe sensible union leaders in the building trades perceive that the abler a salesman is the more jobs he is going to make back in the factory.

In any case, the Permanente system of training salesmen looks sound. (See Page 37 of this issue.) When those men go out to sell a house they will know a great deal more about that house and its construction problems than is shown in the catalog or than they could learn in the plant. They should know all the answers. They should be more confident—and probably more enthusiastic too. They should *sell* . . . and that's good for unions.

PET PEEVE DEPT.

"Old fashioned selling?" "Cold canvass?"

Who concocted those hoary phrases anyway? He should be lined up against a red brick Chic and shot in the face with a ripe tomato.

The ideas may be the ideas of Solomon, but the words are the words of ol' Missus Malaprop herself. Those words need a recast.

"Old fashioned!" Who wants to be that? You don't. And neither do those bright young men you have been breaking in as salesmen. If you tell 'em: "We gotta get back to good old fashioned selling!", they might crack: "Say boss; haven't you learned *anything* since you sold the hoss-'n-buggy?" What do you say then?

What's the matter with "basic selling?" Or what do you suggest to replace old fashioned "old fashioned?"

And now about "cold canvass?" *Cold* canvass? It had better be *hot*, brother! It had better be "canvassing" done by men full of fire, sold on their products, eager to make converts; men with guts; men who don't know what "quit" means. Oh yes, the *prospects* are plenty cold; but not the "canvass."

Then why not call it "prime canvass" . . . "snap canvass" . . . "fresh canvass" or "prospecting"? (Don't look now, please. The going is tougher this time.) That old intriguingly alliterative "cold canvass" is hard to supplant, but it's too negative for the language of selling.

To accent the positive, then, we hereby offer a luscious pair of hand-hammered, double-back-acting, grown-on-grandpap's-farm-in-Virginia phyzoppies for the best phrase to take the cold out of "cold canvass". (Send no box tops or reasonable facsimiles thereof.)

TO THE SIX MEN INTERESTED IN CUTTING COSTS AND INCREASING PROFITS



MR. PRESIDENT



MR. VICE-PRESIDENT



MR. SALES MANAGER



MR. COST ACCOUNTANT



MR. TRAFFIC MGR.



MR. EXPORT MGR.

You can meet the challenge of a "Buyers' Market" with

AMERICAN AIRLINES AIRCONOMY PLAN



Ship by air



From the speed and dependability of American's Airfreight stem specific advantages: faster turnover and increased volume... wider distribution with lower distribution costs... smaller inventories—with less loss through spoilage and with a minimum of warehousing requirements. Get merchandise to market when it's wanted—with Airfreight.

Travel by air



The speed of air travel permits your salesmen and other traveling personnel to go more places more often—cover more ground in less time—make more calls, more sales—with tremendous savings in man hours. American's lowest-fare policy makes air travel costs remarkably low. Time saved in travel means money savings, too.

Mail by air



The speed of air mail will increase the tempo of your entire business operation. The complete routine of receiving orders, expediting deliveries, sending out billings and receiving payments is speeded up. All bookkeeping is kept up-to-the-minute. And you can get out detailed field instructions more quickly and completely than ever before.

YOU CAN'T AFFORD AN EARTHBOUND BUSINESS!

Check what American's Airconomy Plan does:

- | | |
|--|--|
| <input type="checkbox"/> Quickens turnover—with smaller inventories | <input type="checkbox"/> Permits productive personnel to cover more ground |
| <input type="checkbox"/> Averts disastrous mark-downs—reduces seasonal risks | <input type="checkbox"/> Increases personal contacts |
| <input type="checkbox"/> Makes re-orders easy—keeps field stocks fresh | <input type="checkbox"/> Saves precious man-hours |
| <input type="checkbox"/> Helps open new markets, expand old ones | <input type="checkbox"/> Shortens order-to-delivery-to-payment period |
| <input type="checkbox"/> Cuts warehouse costs—reduces losses in transit | <input type="checkbox"/> Gets field instructions out faster |
| <input type="checkbox"/> Speeds up distribution, frees more capital | <input type="checkbox"/> Streamlines end-of-month bookkeeping |

AMERICAN AIRLINES

AIR MAIL THIS REQUEST TODAY

American Airlines, Inc., Department L,
100 East 42nd Street, New York 17, N. Y.

GENTLEMEN: We are interested in your AIRCONOMY PLAN and would like to find out how it applies to our business.

NAME OF FIRM _____

NAME OF INDIVIDUAL _____

ADDRESS _____

TYPE OF BUSINESS _____



To win women, use the Chicago Tribune—
in which general grocery store products advertisers
place more of their advertising expenditures than
in any two other Chicago newspapers combined!

to reach Chicago women do as retailers do... use the Chicago Tribune

